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NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

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## COVER

Bill Jones, a volunteer at Sequoia and Kings Canyon NPs, took the cover shot on a moody morning at the park. The back cover shot reflects a different attitude, the calm that a lakeside scene provides. The changing faces of this park area and others in the national park system face a future full of management challenges as the NPS looks ahead to its 75th birthday and beyond.



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## THE RESOURCE BEHIND THE RESOURCE

Most people, when they hear "National Park Service," probably conjure up images of the national parks; they may think of rangers, but most likely they identify us with what we've been given responsibility for rather than the organization itself. In a lot of ways, that makes sense—it's inevitable that the Service should be overshadowed by the truly invaluable and irreplaceable cultural and natural resources we manage. Our taking a "back seat" to the resources is understandable and appropriate. And, in a sense, it would be ludicrous for us to try to do otherwise—how could we expect to upstage, say, the Grand Canyon, the White House, the Everglades, White Sands, or the homes of such great Americans as Franklin Roosevelt, William Howard Taft, and Booker T. Washington? Obviously, we can't and we haven't tried.

What's telling to me, however, is that even though we've focused the public's attention on the system and spent little effort on promoting ourselves, the Service, nevertheless, enjoys a very positive public reputation. In case you haven't heard, I think you'll be as pleased as I was to learn that the Roper Organization, Inc., which has been polling the American people's opinion of government agencies since 1983, has found that the National Park Service is the most highly rated of the 20 well-known federal agencies in the poll. The National Park Service has received the highest approval rating not just *this* year, but *every* year since they began polling! In 1989, the Service received an 82 percent favorable rating, and the average since 1983 has been 80 percent. I guess the findings of these polls just prove the old saying, "It's not what you say, it's what you do." Obviously, the American people have been watching what we're doing and they like what they see.

The polls certainly help document people's good feelings about the National Park Service, but we've gotten that supportive message in other ways as well. On my travels, I've seen the positive interaction between visitors and employees. I've also had the opportunity to talk with park neighbors, representatives of state and federal agencies, and others who don't always agree with us, but at least see us as the caring professionals that we are. Then there are also the donors—they range anywhere from a special volunteer effort by the Boy Scouts or Girl Scouts to help pick up litter in a park; to a visitor placing a donation in a park donation box; to a local businessman lending a hand in getting a park effort underway by donating materials or services. These donations, *gifts* to the Service to assist in the preservation of the system, demonstrate their trust in us—that we'll handle their gifts appropriately and responsibly.

Being a "low-key" organization which doesn't "toot its own horn," and yet is so positively perceived by the American people is an enviable position to be in. It's also one that might tempt many an organization to "rest on its laurels." But I don't think that's a problem for this organization, and that's because of what I see as another invaluable resource—our employees.

It is not enough simply to be entrusted with an important task—to manage the national park system. The measure is to carry it out well, and it's the "people" resource that determines our success or failure. The national park system would not exist today without the relentless dedication and commitment of those who came before us. The system will not *continue* into the future without that same kind of dedication and commitment from those here today and those who will follow.

I strongly believe in the importance of our "people" resource. As we approach our 75th anniversary, I don't think there's a more appropriate time to really take a look at the kinds of opportunities the Service provides its employees and determine ways to enhance those opportunities.

Recently, I spoke before Congress about the workforce and the importance of continuing current personnel initiatives and instituting new ones in the coming years. As an example, through classification initiatives and effective position management techniques, during the last three years more than 480 rangers have received grade increases—almost one out of every three



rangers below GS-9. This is a trend we expect to continue. In addition, special pay rates in high cost-of-living areas including New York, Boston, San Francisco, and Philadelphia have been instituted, increasing the pay of nearly 25 percent of our lower-graded park rangers and other employees. To help alleviate what I see as an unacceptable "bottleneck" effect on the career advancement of park rangers and others, I've asked that the Career Management Concept that was developed several years ago be updated if necessary and implemented. This will provide for alternative career paths within the ranger series, as well as in historian, biologist and other specialist series. I know there are some concerns that this initiative will somehow spell the end of the 025 ranger series; that simply is not the case. To get this initiative up and running, a week-long workshop on professionalizing the workforce, being held in Minneapolis this month, will bring together chief rangers, chiefs of interpretation, chiefs of resource management, associate and deputy regional directors

and personnelists. There will be other meetings and opportunities to discuss this initiative, to allow input, and to put to rest concerns.

I'm sure you're aware that many organizations are dealing with or will be dealing with heavy competition in recruiting entry level employees. The Service, like everyone else, is beginning to feel the effects of the "Baby Bust"; there's a growing shortage of young people entering the labor market. The Service needs to work to improve its recruitment efforts. We're currently in the process of instituting an intake program which will recruit 40 GS-5 employees to be trained intensively and promoted over a two-year period to GS-9 positions. Candidates for the program will be selected both from within the ranks of the Service and from the student co-op program, and will include ranger, facility management, administrative, resource management and other positions for which needs have been identified.

The condition of both seasonal and permanent housing is still of major concern to me, and we are continuing to do what we can to improve both seasonal and permanent housing. Through appropriations, we already are taking steps to improve employee housing, and we anticipate even greater increases in funding during the next fiscal year. There's no question that in some places housing conditions are deplorable and bringing them up to standard is long overdue. Another housing-related matter of concern to many employees is the excessive heating and cooling costs they've incurred at some park areas. Under a new procedure, the burden of proof imposed upon tenants of park housing will be reduced, where the government already knows that housing is so inadequately constructed or insulated that occupants have no choice but to incur excessive costs to stay reasonably warm or cool.

Finally, I want to see job enhancement and employee development opportunities increased—more training, more job details, more educational classes, and more management training programs. I'm encouraging the National Park Foundation to seek additional funds from the private sector to increase the Horace Albright Employee Development Fund. It seems to me that the Horace Albright Fund is a good way to provide deserving employees with special opportunities not otherwise available, and I'd like to see more employees have the opportunity to take advantage of that program.

Almost everything that I'm talking about will take money and, as we all know, money is in short supply these days. We've always been reluctant to spend money on ourselves when the park system and our programs have so many needs. In my mind that's short-sighted—an investment in our employees is a *direct* investment in the future of the national parks.

*James M. Ridenour*

James M. Ridenour

## FROM THE EDITOR

Magic's not what it used to be. Even five-year-olds are realists. They know how the magician gets the rabbit into the box. They know how he does the trick with the coin and the scarf. Listening to these bright-eyed explorers grappling with their world, I sometimes wish that they would tell me something different. I wish they would tell me that the power of the magician's word makes the rabbit reappear. I want to hear them say this, not for their sakes but for mine, because I believe in magic, degraded though it has been, and because I think we need it, like we need heroes and like we need what's left of some shredded ideal. Without magic the world is as predictably routine as any impassive old bureaucracy. It wobbles along sedately, always at the brink of disaster. There is nothing new. There is nothing passionate. There is no room for the gasp of wonder.

Magic is the belief that what seems most out of our control is not. The property of dreamers, it is the bridge over which the most extraordinary possibilities are reached and brought back to become part of the predictable fabric of life. It is the creation of inventors (Thomas Edison and George Washington Carver are two the Service honors), the outspoken determination of explorers (an endless list have left their marks on the park system), the strength of mind possessed by all those who wrestle into being something that previously did not exist.

The twentieth century makes it hard on magic. The twenty-first century may make it even harder. Inspired by a newspaper account reporting Yosemite and Sequoia's rededication to mission during their hundredth-anniversary year, I asked Dave Graber to comment this month on the resource challenges the next hundred years might bring. He concludes his analysis: "There is little hope that the next century will close with Sierran national parks as wild as they are today, but their ability to provide an understanding of nature to a human race increasingly estranged from its roots, and nourishment to the soul remains."

Little hope of magic there. The hard reality of population growth, pollution of every kind, exotic species introduction, and climate change indicate that. But how do we face such conclusions squarely, acknowledging "This is it. This is what we can look ahead to." How do we accept that our children will enter a more confining world, a less wondrous world than we have known? One Yosemite park employee observed that her children's wilderness

experiences probably will be of a lesser caliber than her own. Most of us undoubtedly would agree.

But the wonder of magic—true magic—is that it has its advocates even in our hard-bitten times. It has its supporters who believe in possibility. During an interview aired on Charles Kural's *Sunday Morning* program, Marjorie Stoneman Douglas was asked if the Everglades could survive. She answered simply that they have to. In that straightforward statement was the strength of belief—the power of the word—and somehow, after hearing it, I believed the Everglades indeed would survive, if for no other reason but that she had willed them to, that she had commanded it—and that the power of greed and the manipulations of others were as nothing compared to the determination of a one-hundred-year-old woman with an eye on the future.

Bill McKibben has observed that we learn most about the parks from the struggle that wrests them into being—the miracle and the magic of human caring that squares off with its opponents in spite of the odds. Areas like Yosemite and Sequoia/Kings Canyon and Everglades and Rocky Mountain and all the others in the vast system of parks and other protected areas that are battling the encroachment of human development are attempting to change an idea. Yes, there may be about their daily effort the simple desire to hold their own, to not lose ground, to maintain what they protect as it is right now and pass it on. Yet even to accomplish this bespeaks a halt to steady degradation of resources, provides a hope that the next century may close with more optimism than this—and to have such hope is to combat the very real notion that things can only get worse.

The *Bozeman Chronicle* quoted Rocky Mountain Region's Associate Regional Director (Administration) Harold Danz: "The parks are tired. The people are tired. Services aren't as abundant as they used to be. There just isn't enough money in the NPS budget and it's not going to get any better." What's the answer?

During such times of dire necessity I put what I know of prescribed law aside. I choose to remember that the world was created through the power of the word. Not being much of a realist, I find myself relying on magic more and more.

## THE PERSONNEL SIDE

Terrie Fajardo

"Ladies and gentlemen, we are experiencing some turbulence as we head to the Northeast. Better keep your seat belts fastened," the pilot insisted as passengers who weren't fastened in hastened to do as he said. Meanwhile, I was wondering why I'd ever let *him* talk me into this! Anyone who knows me understands that I have two big loves—the Baltimore Orioles and the Washington Redskins—and one BIG HATE—airplanes.

But *he* always sounds sooooo convincing—"Come on up, Jenny would love to see you and the fish are biting on the Pollywog."

Yes, *he* is my old friend, Roscoe P. Klank, and Jenny is his lovely wife. You remember Roscoe. He's the superintendent of beautiful Pollywog National Seashore. At his urging, this was to be a long weekend filled with peace, quiet, and lobster. But right now I'm belted in on a rocking plane, staring out the window at heavy cloud cover and gripping an airsick bag! How I wish I'd gone to confession before I boarded.

Anyway, the thought of being splattered all over the coast of Maine had a way of making me think about my health insurance (should I live to use it) and a recent change in the Federal Employees Health Benefits Program (FEHB) coverage.

The Office of Personnel Management issued guidelines concerning the implementation of Title II of Public Law 100-654, Provisions Relating to Temporary Continuation of Coverage for Certain Individuals. These guidelines apply to employees who lost their health benefits coverage because they separated from federal service on or after January 1, 1990, and to family members who lost their coverage because they lost their status as family members on or after January 1, 1990.

**Eligibility for temporary continuation of coverage.** Three groups of individuals are eligible for temporary continuation of health benefits coverage based on the following qualifying events:

- Employees who separate from service, voluntarily as through resignation or involuntarily as through a RIF, unless the separation is involuntary due to gross misconduct; and who would not otherwise be eligible for continued coverage (not counting the 31-day temporary extension of coverage or conversion right). This group includes employees who separate for retirement and are not eligible for continued FEHB coverage as annuitants.



• Children who have been covered under an employee's, former employee's, or annuitant's enrollment because they meet the requirements for unmarried dependent children of the employee or annuitant. This also includes children who no longer meet the requirements for unmarried dependent children of the employee, former employee, or annuitant; and who otherwise would not be eligible for continued coverage (not counting the 31-day temporary extension of coverage or conversion right). This group includes children who marry before reaching age 22, children who lose coverage because they reach age 22, children who lose their status as stepchildren or foster children, children who no longer meet coverage requirements as recognized natural children, and disabled children age 22 and older who marry, recover from their disability, or become able to support themselves.

• Former spouses who meet the requirement stipulated in 5 U.S.C. 8901 (10) that they be enrolled in an FEHB plan as a family member at some time during the 18 months before the marriage ended, but who do not meet one or both of the other two requirements of 5 U.S.C. 8901(10) because they remarried before reaching age 55; or were not entitled to a portion of the employee or annuitant's annuity benefit or to a survivor benefit, based on the employee or annuitant's service.

**Election options.** An individual who elects continued coverage is not limited to the plan, option, or type of enrollment under which he or she has been covered. The individual may chose *self* only or *self and family* coverage, and may enroll in any plan or option for which he or she is eligible. When a child enrolls for self and family, the family members involved are his or her own spouse and their children. When a former spouse enrolls for self and family, family members are limited to those individuals who are children of both the employee and the former spouse.

After the initial enrollment, the individual may change enrollment during the open season or, generally, when an event occurs that would allow an employee to change enrollment. Check with your personnel/administrative office for the list of these events.

**Length of temporary continuation of coverage.** Temporary continuation of coverage for a former employee may not exceed the date that is eighteen months after the date of separation from service.

Temporary continuation of coverage for a child may not exceed 36 months after the date of the child's change in status, if the change in status occurred while the parent was an employee or annuitant. If the child's change in status occurred while the child was covered as

a family member during a period of temporary continuation of coverage following an employee's separation, the child is eligible for temporary continuation of coverage in his or her own right. The child's coverage may not continue beyond 36 months after the date of the employee's separation.

**Premium payments.** Enrollees pay the full enrollment charge (both the employee and government shares), plus a two percent administrative charge. Enrollment charges begin on the day after the free, 31-day temporary extension ends. Payment is due after the pay period during which the enrollee is covered and in accordance with a schedule established by the employing office.

There are specific time limitations for electing temporary continuation of coverage, and other restrictions regarding eligibility do apply. So contact your friendly personnel/administrative office for further information and application procedures.

"Ladies and gentlemen, looks like we're going to be experiencing this turbulence all the way into Bangor," the pilot's voice interrupted my thoughts. "Sorry for the bumpy ride."

"Stewardess," I called, "could I have another of those airsick bags and one of those air telephones?"

Then several minutes later:

"Hello. Father Kane? How do you feel about hearing air to ground confessions?"

"Till next time, happy landings!"

## BOOKS

There are a number of attractive publications to brighten the *parks* section of your book shelves this month. Two from Southwest Parks and Monuments Association provide a look at Golden Spike NHS and El Malpais NM. Well-written and wonderfully illustrated, they could make anyone who hasn't visited these areas decide to go. The titles of the books are the names of the park units: *Golden Spike National Historic Site*; *El Malpais National Monument*.

*Everglades—The Park Story* by William B. Robertson, Jr., is published by Florida National Parks & Monuments Association, Inc. The 64-page book matches the text of Everglades' senior wildlife biologist with the photography of Glenn Van Nimwegen, who has spent 17 winters photographing the park. This book is also a keeper.

The 24-page *Wildlife of the Canyons*, published by Colorado National Monument Association, Inc., describes the common wildlife glimpsed by visitors to canyon country—desert cottontail, jackrabbits, bats, squirrels, eagles are illustrated by Lawrence Ormsby.

Finally, for children aged nine to thirteen, the Grand Canyon Natural History Association has a new book titled *Exploring the Grand Canyon: Adventures of Yesterday and Today*. Author Lynne Foster, whose books have been published by Sierra Club, provides a kid's-eye-view of the canyon's cultural and natural history.

## THE PUBLIC SPEAKS

We just had to tell you that you've got the nicest people working for you! The **people at the entrances to Yosemite, Zion and Bryce Canyon National Parks** are certainly a credit to you! And the rangers at Zion's tunnel were really pleasant. We enjoyed our visits there tremendously. Keep up the good work. As seniors, we truly appreciate the special attention we get.

DH & RH, Salt Lake City, UT

## OOPS

Dixie Tourangeau's regularly scheduled musings will appear again next month. Its absence is due only to a lack of space in this issue. In place of his monthly column, he offers the following tidbit: "On a nostalgic but sad baseball note, I am spending the final two September days at Chicago's Comiskey Park, saying 'so long' to what had been the oldest park (July 1910) in the majors. "Shoeless Joe," Eddie Collins, Ted Lyons, Luke Appling, Nellie Fox, Luis Aparicio and Minnie Minoso are among the many stars who played for the Windy City's Pale Hose there. For 1991 *oldest* honors will shift to both our Fenway and Tiger Stadium. Due to rain-out postponements, each opened April 20, 1912, and each now has national historic landmark status.

## ANNOUNCEMENT

The Midwest and Rocky Mountain Regions planning committee has finalized the agenda and speakers for the upcoming NPS Multi-Region Maintenance Workshop scheduled for the week of April 15 at Snow King Resort, Jackson, WY. Speakers will address current maintenance and long-range planning issues—interdisciplinary opportunities facing all managers and employees. Workshop information is available by contacting the Midwest Region's Employee Development Office at 402-221-3423 or FTS 864-3423.







# SIERRAN PARKS FACE A TROUBLING SECOND CENTURY

This year marks the beginning of Sequoia National Park's second century, as it does for Yosemite National Park. Kings Canyon National Park, between them along the crest of the Sierra Nevada, begins its second half-century. All three can look back with satisfaction at stewardships that set examples for national parks throughout the world, and that largely accomplished the mission of a National Park Service yet younger than the parks themselves. They have continued to provide for the enjoyment of successive generations of visitors while conserving a landscape and resource base largely unimpaired—and in some cases substantially restored since the beginning of protection.

Like the new Alaskan parks, but unlike most contemporary acquisitions, the Sierran national parks were not only intact when they were established, they were carved out of a vast chunk of thinly-settled, contiguous mountain wilderness. Native Indian populations—who mostly used the high Sierra for seasonal hunting—had been almost extirpated by conquest.

Sequoia and Kings Canyon National Parks have lost only two species of vertebrates since their establishment: the grizzly bear in the 1920s, and the foothill yellow-legged frog in the 1970s. Yosemite additionally lost its Sierra bighorn sheep at about the turn of the century, and suffered the indignity of O'Shaughnessy Dam drowning Hetch-Hetchy Valley in its early years. To this day, Sequoia bears the scars of a flume built in the 1920s and of some small reservoirs acquired, along with Mineral King, in 1978, but the most serious ecological assaults on it and Kings Canyon were the sheep grazing that brutalized their mountain meadows, nearly a century of fire suppression that had begun to choke forest and chaparral communities, and the invasion of more than 100 species of alien plants. In the foothills of Sequoia, Mediterranean grasses now dominate the herbaceous layer and no doubt have profoundly altered the oak woodland community there. But bighorn have been restored to Yosemite; the mountain meadows have almost entirely recovered, and fire has returned both as management burns and natural fires.

The challenge of the second century will be something quite unlike what the Sierran parks faced in the first. Population



*Illustration by John Moffit*



growth in California and the rest of the world will inevitably translate to ever-increasing demand for limited facilities in the small developed zones of the parks. Although only a smattering of visitors wander more than a few hundred meters beyond blacktop, providing for more of them would mean not only new structures and road, but conversion of more scarce water from natural to human use and increased pollution.

Backcountry use has been nearly flat for more than a decade; stock parties are smaller and fewer than they were in years past. Demand only locally and occasionally exceeds the wilderness permit allocation system designed to disperse use. Only a handful of campsites and trails have had to be closed because of excessive resource impact. *Giardiasis*, however, and increased sensitivity to wilderness water quality have confronted the Park Service with an unsolved sewage disposal problem in popular camping areas where low temperatures, hard-rock granite, or marmot marauders foil every scheme. It's hard to say when another wave of popularity will strike backpacking as it did 20 years ago, but the rising tide of humanity would seem to make it inevitable. Dispersed use would have to give way to designated campsites if visitor nights increase significantly. Conflicts between stock users and hikers may pale against the demands of new cultural groups redefining wilderness ethics.

The continuing evolution of technology presents opportunities for resource protection, and unresolved conflicts with traditional park ethics and the Wilderness Act. Portable radios and helicopters have made it far simpler to locate missing people, and to transport injured ones out of wilderness. Mules and horses, the traditional means of transporting equipment in the backcountry, have a greater ecological impact through their consumption of forage and trampling than do helicopters, which are also cheaper to operate and more versatile at carrying unwieldy or delicate items—but helicopters are more disruptive of a "wilderness experience" than is a pack train. And what of the radio repeaters, satellite uplinks, and data acquisition platforms multiplying in the Sierran backcountry, there for safety, to provide information on snow conditions and the year's water supply, or to monitor ecosystem conditions? Will we destroy the essence of wilderness while trying to protect wilderness ecosystems?

The impacts of visitors and visitor services, however, will be small compared to the challenge of preserving ecosystems and their constituent elements functioning in something resembling a natural, wild fashion, in the face of onslaughts from beyond park boundaries.

**INSULARIZATION.** Logging, mining, grazing, hydrological development, and human settlement have begun to dismember the once-contiguous Sierran wilderness. The consequences of "conflicting uses" beyond park boundaries will continue to grow in the next century. Already, the parks' natural fire management program is hamstrung by the elimination of fires that once naturally burned into the parks, by park neighbors effectively opposed to park fires that could escape boundaries, and by local and state controls on smoke production from fires.

That's just the beginning. New species of alien plants and animals will invade, especially from adjacent foothill farms and

villages. Bullfrogs are a recent example. Introduced populations of beavers outside Sequoia and white-tailed ptarmigan adjacent to Yosemite—both alien—will provide a perennial source of invasion. On the other hand, hunting and poaching pressure will increase on native animals like mule deer and black bear whose home ranges take them beyond park boundaries. Every population of Sierra bighorn sheep is threatened with disease-induced extinction from domestic sheep when they winter on the east slope of the Sierra.

**AIR POLLUTION.** Despite its legal status entitling it to "Class I" air quality, Sequoia is one of the smoggiest wilderness parks in the country. Research in the past decade has traced the increasing impacts of ozone on pines and now finds effects on the giant sequoias, and has recorded acid precipitation in rain and dry particles. Given the stunning population growth in the San Joaquin Valley—the stagnant air basin adjacent to the Sierran parks—prospects for the future are unsettling.

**GLOBAL DEVELOPMENT.** Loss of wetlands in California and Mexico has drastically reduced waterfowl populations that used to migrate along the Sierra. Tropical and subtropical deforestation is the most important, but not the only cause for the sharp and continuing decline of migratory songbird populations in the parks. Old-timers lament the loss of song and color from Sierran forests and ponds, but the decline is certain to continue to the point of local extinctions. For the first time, the Sierran parks face substantial loss of biological diversity.

**GLOBAL CLIMATE CHANGE.** No sooner has the Park Service gotten a grasp on "natural" and "wild" as appropriate management objectives than they begin to slip from our grasp. The warming and exchange of some winter snow for rain tentatively predicted for the Sierra Nevada will have the most extreme of the four systemic threats described. Alpine species well may be lost entirely, while others variously seek new ground in higher elevations or more northerly latitudes. No doubt many species will not be able to respond quickly enough, or the peculiar combinations of environment they require will not be created elsewhere, or competition from new combinations of species will exclude them. We face the unpalatable alternatives of attempting to manage baskets of species intensively to prevent their loss—giant sequoia itself comes to mind—or accepting the new, man-made ecosystems that will eventually arise after centuries of turbulence. The terms "alien vs. native" and "wild vs. anthropogenic" lose most of their meaning with human-induced climate change.

It is difficult to find a cheery note on which to close. Certainly research and monitoring to detect and understand ecological changes are accelerating. That means, at very least, the public will be informed of the costs to its parks of continued population and industrial growth. And it means a more symbiotic relationship with university, agency, and private research organizations which need wilderness research areas and which generate critical management information. The Yellowstone grizzly's brush with extinction that led to the multi-agency management concept of the Greater Yellowstone Ecosystem is setting an example elsewhere. No doubt, the Park Service in the



Sierra increasingly will join forces with the adjacent national forests, BLM lands, and private landholders to look at regionwide research, information systems, and management. This is already underway in the cases of spotted owl, peregrine falcon, and some of the rare furbearers such as fisher and wolverine. As both producer of smoke and victim of air pollution, Sequoia has begun to play an active role in regional air quality management.

There is little hope that the next century will close with Sierran national parks as wild as they are today, but their ability to provide an understanding of nature to a human race increasingly estranged from its roots, and nourishment to the soul remains.

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*David M. Graber is a research biologist in Sequoia and Kings Canyon National Parks. The opinions he expresses here are his own.*

## Cuyahoga Valley NRA Junior Rangers Trek Again in 1990

This summer, for the third year, disadvantaged youngsters from Akron and Cleveland, OH, explored Cuyahoga Valley NRA as part of the park's junior ranger program. Ten groups of children, ages eleven to thirteen took part in three day/two night backpacking trips that included environmental education activities. Along the way they learned about the job of the park ranger, the national park system, Cuyahoga's contribution to the quality of life of northeastern Ohio, stewardship, ethics, safety, and minimum impact outdoor recreational pursuits.

The park's junior ranger program was born in 1988 thanks to Coleman Company's donation of \$23,000 worth of backpacking equipment. The initial donation was arranged by former Director William Penn Mott, Jr., and included enough equipment to completely outfit fifty people. With this equipment in hand, park staff negotiated donations of food, tee-shirts, and other support items from local businesses and the park's friends group, the Cuyahoga Valley Association. Park operating funds paid the three seasonal park rangers who conducted the program, spending full time, around the clock, with each group. This was arranged by using a "first forty" hour schedule. Recreation Specialist Gayle Hazelwood planned and managed the overall program, including training administration, and evaluation. The program was so successful that park management decided to double the size of the program the next year.

In 1989, operating funds paid staffing and support costs for ten groups. The George Gund Foundation gave a \$27,000 grant to fund a second set of ten groups, and to pay for food and tee-shirts for all groups. Nearly 400 youngsters participated that year.

Early in FY 1990 it appeared as though budget restraints might make it impossible to continue the junior ranger program. But so strong was the interest of participating agencies that park management carved money out of lapsing permanent position funds to maintain the program at its original ten-group level. Everyone also dedicated themselves to

searching for alternative management and funding strategies to keep the program active in future years as part of the park's basic operations. Supporters feel this type of program is essential to fulfilling Cuyahoga's potential as an urban park. It also illustrates the successful use of partnerships to expand the quantity and quality of NPS services beyond the limits of federal dollars and staffing.

The program has multiple goals. It attempts to introduce inner city children to: 1) the national park system and Cuyahoga Valley NRA; 2) the park ranger's job, especially as it represents the preservation and public service missions of the NPS; and as a possible future vocation; 3) environmental education and recreation that will enrich their lives; 4) outdoor safety and comfort skills; 5) minimum impact park use; the stewardship ethic; and the value of open space to the urban environment.

Junior ranger participants are recruited and organized by local sponsoring agencies such as metropolitan housing authorities, Big Brother and Big Sister organizations, and neighborhood centers. These agencies provide transportation, liability insurance, and adult chaperons responsible for discipline during the trip. Beyond that, all costs and responsibilities are assumed by NPS.

From June through August, 200-300 children will be given the chance to experience parks and other open spaces. They will exchange the city for a more rural, park environment, drawing on their own independence and self-reliance as they face new challenges and acquire new skills.

The NPS, Cuyahoga Valley NRA, and the local community will benefit from greater public awareness, understanding, appreciation, and commitment to preservation of the valuable resources they manage. Both short-term and long-term support for parks and other aspects of environmental quality will be enhanced.

Ron Thoman







# THE MAKING OF A NATIONAL PARK

**THE YOSEMITE EXPERIENCE.** Abraham Lincoln never visited what today is Yosemite NP, but the sixteenth president of the United States figured prominently in the park's early history.

On June 30, 1864, President Lincoln signed the Act of Congress that designated the Yosemite Valley and Mariposa Grove of giant sequoias as a reservation for free public use, and placed stewardship responsibility for this spectacular area with the State of California. It is possible that the national park concept was born at that moment.

This significant action occurred during the Civil War, at a time when there was no precedent for preserving any scenic area, let alone one that was relatively unknown. Most Easterners knew little about Yosemite or, for that matter, the West, although some curiosity had been generated by a series of articles in the *Boston Evening Transcript*. They were soon to learn more.

John Muir, at the time practically unknown, made his first entry into Yosemite Valley in the spring of 1868. He had just completed a journey that included a 1,000-mile trek on foot from the Midwest to Florida, then passage by ship to Panama and San Francisco.

For the next 25 years, Muir devoted himself to exploration of the many spectacular places in Yosemite and the High Sierra country. He became an interpreter of and spokesman for the American West, an eloquent essayist for the preservation of the Yosemite Valley and the mountains of California. Indeed, a series of articles by Muir in *The Century* magazine helped arouse support for legislation to protect Yosemite as well as the Sequoia and General Grant reserves to the south. A bill approved by Congress on September 30, 1890, and signed by President Benjamin Harrison on October 1, 1890, created a "forest reservation" of some two-million acres. This reservation embraced the area that now is Yosemite NP, but excluded the Yosemite Valley and Mariposa Grove.

Muir continued to campaign for inclusion of these areas into the new national park. His repeated appeals attracted the attention of President Theodore Roosevelt, who made a visit to Yosemite in 1903. He and Muir quickly became friends. Both men loved the out-of-doors and the president found his camping experience with Muir so exhilarating that he told his party, "This has been the grandest day of my life."

Three years later, on June 11, 1906, President Roosevelt



**A** park ranger pushes burning embers over the rim at Glacier Point, creating the glowing fall of fire famous for more than half a century in Yosemite Valley. This attraction was discontinued in 1968.

confirmed his support for national parks in general and Yosemite in particular by signing a bill that returned Yosemite Valley and Mariposa Grove to the federal government. This action finally rounded out the exterior boundary of the park, including the addition of the "hole in the doughnut."

Like other NPS employees of my generation, I understood that the Western parks gave the Park Service its image as guardian of frontier landscapes. However, the early years of my NPS career were associated closely with the natural areas of the Southeast—Blue Ridge Parkway, Mammoth Cave, Shenandoah and Great Smoky Mountains, all part of the "golden age" of Eastern park expansion—and, for a long time, it had been my dream to have a Western assignment. It seemed, however, that few Easterners received such assignments to the old frontier parks.

Finally, in 1959, Director Conrad Wirth offered me a superintendent's post in the West—Death Valley, CA. I accepted the offer with much gratitude and trepidation. The assignment turned into one of my most exciting and memorable ones, leading shortly thereafter to another Western post. In 1962 Yosemite NP Superintendent John Preston selected me to be his assistant. John was a true Westerner of the Mather tradition and one of the finest superintendents I worked with during my career.

Yosemite was a magical place. My family and I lived within view of Yosemite Falls and across the meadow from the site of John Muir's cabin. Living and working in this place was a supreme experience. The beauty of Yosemite is part of the reward for living there.

**U**pper and Lower Yosemite Falls create a backdrop for a pastoral scene in Yosemite Valley at the turn of the century, when fenced cattle were an everyday sight in the meadows.



**P**resident John F. Kennedy and Interior secretary Stuart Udall are accompanied by assistant superintendent Granville Liles (center) during a 1963 tour of Yosemite Valley.

Yosemite celebrated the 100th anniversary of its land grant in 1964. It was a time of retrospection, particularly for former directors Horace Albright and Newton Drury, and for Lawrence Merriam, the regional director from San Francisco. All were interested in improvements accomplished under Mission 66. I was privileged to take them on a tour. There was much to see and the tour was quite extensive.

First, the unsightly garbage dump at Camp Curry had been eliminated in favor of a new site at El Portal, where a modern disposal plant had been built. Some 1,300 acres of private land outside the park boundary had been acquired at El Portal for relocation of facilities from the valley.

Housing units had been built to the extent that funds were available; campgrounds had been redesigned and reduced in number, and private lands at Foresta and Wawona were being acquired. Land exchanges with the U.S. Forest Service had been negotiated at Crane Flat, where a new campground was under construction. Measures had been taken to restore the meadows to their original beauty. Concessioner buildings had increased in number, however, raising doubts as to whether the NPS was serious about reducing development in the seven-square-mile valley.

Albright recalled that 50 years earlier the meadows were still being grazed, the roads were dusty, and concessioner buildings unsightly. He also remembered that the first automobile entered the valley in 1913.

These former leaders generally were pleased with the overall improvements they saw around them, but they were concerned about the future. In the 1960s, the valley already was overwhelmed with visitors, automobiles and development.

In retrospect, Yosemite's problems of the '60s illustrated all of the major impacts, including prospects of accelerated use and further development. I vividly recall some routine problems:

excessive grazing of the high meadows by concessioner horses; cutting rare white bark pines for fuel wood near the High Sierra camps; and concessioner removal of bark from the trees at Glacier Point for the firefall (eventually discontinued). The Sierra Club criticized the policy that allowed chemical spraying of lodgepole pines to kill the bark beetles. Controlling vegetation with fire in the sequoia groves also was controversial. There were critics of the program to acquire private inholdings; nevertheless we continued. The list could go on and on, but there is no doubt that social, biological, and environmental problems continue to face management.

A word about the concessioners. In the '60s, we were proud of the services offered by the Yosemite Park and Curry Company and other concessioners. They provided approved visitor services, and were a part of our community. Unfortunately, many improvements were not visible to visitors who did not realize how much worse conditions had been in the past.

Finally, the National Park Service does not make decisions without considerable public involvement. This was illustrated during the 1970s when the Service launched an extraordinary planning effort that promised the beginning of a new era for Yosemite.

What has happened since? An editorial in the *Los Angeles Times* provides part of the answer:

*Creation of the Yosemite NP management plan in the 1970s was one of the most exciting events in the history of natural resource planning in America. Adopted in 1980, many of the major goals of the management plan were to be achieved by the 100th anniversary of the park...Now it is 1989 and, as any visitor to the valley can see, the visionary goals are far from reality.*

Yosemite is a microcosm of this country's national parks. It portrays the turmoil and uncertainty that have bedeviled many parks since their beginnings. There was no National Park Service 100 years ago. Yosemite Valley was under state management and John Muir wrote that conditions were intolerable. At that time, the American people were not as easily stirred by adverse reports of sheep grazing in the Valley and in alpine meadows. The frontier then was considered a barrier to commerce.

How times change! Today we seek measures that will allow us to restore and preserve at least some of the conditions that existed then.

A half-century after John Muir's death, Congress acted to establish the John Muir NHS in Martinez, CA. The legislation became law with President Lyndon Johnson's signature on September 3, 1964. Muir thus became the first American writer to have his home memorialized as a unit of the national park system.

John Muir's campaign led to the creation of Yosemite NP in 1890. Would he think that the park's frontier landscapes still continue to symbolize the greatness and beauty of America?

*Granville Liles last wrote for the Courier in July 1989.*



# BEYOND THE FACTS

## THE STORY OF RUSSELL CAVE NM.

On a hot July day in 1951, two Tennessee Valley Authority (TVA) employees drove into a secluded mountain cove in north Alabama armed with a U.S. Geological Survey quadrangle map. They were on official business in the valley, called Doran's Cove, but they had heard that remarkable Indian projectile points had been found in the area. In their spare time, they planned on looking around.

Stopping at a local farmer's residence, they inquired about the location of a sizable cave entrance shown on the topo map. The farmer pointed out the cave and gave permission to examine it. What these two men found in their cursory examination that summer day launched a series of events that brought national attention to the pastoral valley, involved several archeological careers, and developed intense cooperation between the Smithsonian, the National Geographic Society, and the National Park Service. What grew out of their visit to the cave is the story of geology, ancient peoples, early settlers, archeologists, and the establishment of a national monument. It is a story of facts and figures, but also one of strong feeling—a personal attachment to a place.

At first glance it seems improbable that mere water could have such an immense effect on rock. But whether it is powerful runoff after spring rain, or merely the monotonous drip of an icicle melting at winter's end, water is an inexorable force. The Cumberland Mountains, which surround Doran's Cove, consist of a cap of Pennsylvanian age sandstone over a Mississippian age limestone base. Over millions of years, water has ground down these mountains and has attacked their soluble limestone base, producing a "karst" region of sinkholes and cave passages all over the mountains. When a sinkhole collapses it often opens up entrances to underground tubular passageways.

Approximately eleven thousand years ago a section of tubular cave roof collapsed near the mountain base in Doran's Cove, creating a large sinkhole. This sinkhole was subsequently eroded by water action over several thousand years until it opened up a large cave entrance at valley level. Thousands of years later this cave entrance would be called Russell Cave.

Sometime in the dim recesses of prehistory, ancient "Paleo" people migrated into the rich forest floor of Doran's Cove. They were descendants of the ancient mammoth hunters who had crossed the Beringia land mass from Asia years before. Clovis spearpoints left not far from Russell Cave tell of their presence in the valley. Their lifestyle was hard and demanding, requiring them to follow the movement of herd animals. They lived near the cave until a newer culture appeared about 9,000 years ago. The people of this newer "Archaic Culture" found a remarkable shelter site in the large sinkhole entrance of Russell Cave. There was abundant game in the valley and water right at the cave entrance. They began to use the cave shelter extensively.

For more than six thousand years these Archaic people lived



out the days of their lives in the cave entrance. They experienced joy and sorrow, birth and death in this place. They attended to the daily necessity of hunting and gathering food. They discarded animal bones, stone utensils, spearpoints and other detritus as they went about their lives. The refuse of their lifestyle was mixed with the dirt of the cave floor, silt from a nearby stream, and the inexorable dusting of limestone particles perpetually falling from the cave roof.

Just as the Archaic culture supplanted the earlier Paleo one, so too did other people move into the valley with newer skills. These skills made their adaptation to their environment even easier, and by 1000 B.C. the Archaic gave way to a Woodland way of life. These Woodland people also discovered that Russell Cave provided an advantageous domicile during the cold fall and winter months. One of the distinctive traits of these people was their practice of respectfully burying their dead in low mounds. They left a burial mound outside Russell Cave containing the remains of many individuals. Woodland Indians also practiced agriculture and made pottery of clay and crushed limestone.

In the cave shelter during this Woodland period the clinking sound of projectile point construction could be heard, mingling with other sounds of people working and talking and babies no doubt crying. The people ground nuts with stone tools, picked berries, brain-tanned animal hides, cooked wild game, and tossed animal bones and broken stone tools aside throughout a 1,800 year Woodland use of the cave shelter.



**R**ussell Cave provided a pleasant retreat for dances and parties in the summer of 1906.

The last mix in this mosaic of native cultures occurred in the Mississippian period, which began about AD 800. Mississippian people used the cave sporadically, living also in large village sites not far away along the Tennessee River, where they constructed impressive temple mounds. They left distinctive shell-tempered pottery as a reminder of their use of Russell Cave. By the time Mississippian culture went into decline about 1400 AD, Russell Cave safeguarded evidence of more than 8,000 years of intense prehistoric human use. Countless human lives and events had unfolded in the dim light of the cave shelter. The sheer volume of discarded animal bones, chert material, freshwater shells, human burials, pottery fragments, siltation, and deadfall from the cave roof over those millennia had produced an incredible matrix of organic and lithic matter. When Indian use of Russell Cave ended about 600 years ago, the flicker of fires and the sounds of aboriginal voices that had echoed off the cave walls for thousands of years disappeared forever behind the timeless drops of water from the dripline at the cave entrance.

Out of the hundreds of years of silence, a new occupant entered the valley. In 1817 Captain John Woods, a Revolutionary War veteran and Cherokee Indian, secured title to the land on which Russell Cave is located. He built the first stone house in the valley, not far from the cave (the house is still standing and occupied today). Through a curious arrangement he allowed a Major James Doran to live on his property. Doran eventually acquired title to the land and later sold the property, now called Doran's Cove, to a Colonel Thomas Russell, another Revolutionary War veteran. The cave remained in the Russell family until 1928, when a local farmer named Oscar Ridley purchased the property.

During the last 150 years, the isolated settlers who worked the land in Doran's Cove came to regard Russell Cave as a place to have weekend dances, parties, and picnics. The story of other human lives, eight thousand years earlier, remained locked in the accumulated dust of the cave floor at their feet.

Four months after first examining it in July 1951, the TVA employees returned to Russell Cave with some amateur archeologists from the Tennessee Archeological Society. They secured permission to do some preliminary excavation in the cave entrance. They soon discovered that the cave contained a wealth of artifacts, and they began to plan for a more extensive "dig."

For various reasons, two years elapsed before the men were

able to begin their work in the cave. Working on weekends and in their spare time, they meticulously dug into the uppermost artifact layers. The sheer volume of material culture unearthed made them realize they needed professional archeological assistance. Contact was then made with the Director of the Smithsonian's Bureau of American Ethnology, Dr. Matthew W. Stirling, outlining the significance of Russell Cave and requesting his assistance.

Stirling dispatched one of the Smithsonian's field archeologists, who happened to be in Tennessee working on another project. This archeologist, Carl F. Miller, inspected the cave and concluded that it was indeed a promising site. Based on this preliminary finding, Stirling proposed that a full-scale archeological excavation be conducted. Approached for funding, the National Geographic enthusiastically agreed to a joint venture, stipulating only that several articles for its magazine be written by the archeologist as part of the deal. The attention and resources of two of the nation's most respected scientific organizations came to be directed to Russell Cave. And the eyes of the national scientific community now turned to this obscure cave entrance in the isolated mountains of northern Alabama.

Archeologist Carl Miller and his National Geographic Society photographer shot some silent movie footage of their auto caravan approaching Russell Cave in the mid-1950s. This footage contains some of the most interesting information in the archives of Russell Cave NM because it is a classic photographic record of the valley before the national monument was established. In the footage, the country road leading out of Bridgeport, AL, to the cave seven miles away does not appear to have changed much in 35 years. There were potholes then, as now, and the road is still narrow and lined with privet hedge and bull thistle in the summer. The film also shows that the valley has remained remarkably undeveloped, secluded amid the mountains, with no commercial billboards even today. Save for a powerline which now crosses the valley, it is easy to step back to the humid days when Miller and his crew arrived to begin the first professional work at Russell Cave.

Over the next three summers, Miller excavated a site 30 feet long near the north wall of the cave. His work uncovered a plethora of artifacts and he produced two popular articles for *National Geographic* magazine in the late 1950s. Miller's excavations at



Russell Cave produced the most extensive record of long-term aboriginal use of any American site at that time, and established the oldest date of human occupation in the Southeast. During the course of his investigation it became clear that the cave was nationally significant. Consequently, the National Geographic Society decided to purchase it and several hundred acres surrounding it in 1956.

Gilbert H. Grosvenor, Chairman of the Board of Trustees of National Geographic, was so impressed by the significance of Russell Cave that he promoted the idea of donating the cave and land to the people of the United States as an archeological preserve. He persuaded the Society's officers and trustees to agree to the idea, and contacts were made with Secretary of the Interior Fred A. Seaton. Seaton referred the donation offer to the advisory board of the Department of the Interior for evaluation.

On January 9, 1958 Seaton wrote Grosvenor that "the Advisory Board on National Parks, Historic Sites, Buildings and Monuments, considers Russell Cave to be of national significance. Upon the Board's recommendation and that of Director Conrad L. Wirth of the National Park Service, the Department of the Interior has initiated those official steps required to bring about the establishment of Russell Cave as a unit of the national park system." NPS Director Wirth concurrently observed that "Russell Cave has taken a unique place in the treasury of America's past. And now, thanks to the vision of the National Geographic Society, it will rank high among the treasures being safeguarded for America's future."

On May 11, 1961, President John F. Kennedy took the final legal step in preserving Russell Cave by signing Presidential Proclamation No. 3413, designating the cave and 310 mountainous acres as a national monument. What was once an obscure geologic oddity where dances and parties were held was now a part of the world's foremost natural and cultural preservation system.

One of the major steps that the NPS initiated after assuming management was to develop an in-place exhibit of the deeply stratified layers of cultural remains in the cave. Carl Miller had not produced a technical report of the National Geographic excavation, and so the NPS sent a team from the Southeast Archeological Center to the cave. The leader of this diverse team of scientists was John W. Griffin, a veteran NPS archeologist.

Griffin's team worked in the cave from July through November 1962. They dug a trench measuring 25 by 15 feet and identified seven layers or strata, each containing different soil material and cultural remains. The analysis of these strata led to the conclusion that humans had used the cave as far back as the Early Archaic period (6000 BC), and that human use had been incredibly constant throughout those thousands of years. While most archeological sites reflect occupation in one, or at best two, cultural periods, Russell Cave told the story of three important cultural stages over a period of 8,000 years. Griffin and his team wrote a technical report of their excavation, which became the cornerstone of NPS site interpretation.

Armed with this information, the NPS developed interpretive media for the monument and constructed a visitor center named in honor of Gilbert Grosvenor. When the visitor center was dedicated in 1967, it culminated a series of events involving some of

the most important scientific and political institutions in this country. What would have happened to Russell Cave if it had not been for the perseverance of the amateur archeologists, the Smithsonian, the National Geographic, and the NPS is anybody's guess. Most likely its artifacts would have been pillaged. Certainly our cultural heritage would have been poorer for the loss. Fortunately, there were many good people who had a certain feeling about Russell Cave, a feeling that it was worth saving.

In the evenings I walk down the cave path to the entrance and enter the black gloom. Working in a required-occupancy ranger position at Russell Cave, I often walk around at night when the park is closed, especially when there is a full moon and the landscape takes on a glowing appearance. You can do a lot of thinking then, listening to the lonely sound of great horned owls conversing in the darkness of the mountains. In the entrance to the cave, the distinctly dank smell of cave dirt wafts through the air. I listen to the churning of the subterranean spring as it empties into the pool in front of the cave. As my eyes slowly adjust to the darkness, I look back out the entryway and up at the moon and stars. I think of other human beings eight thousand years ago who may well have stopped also to reflect on the night sky from this same vantage point.

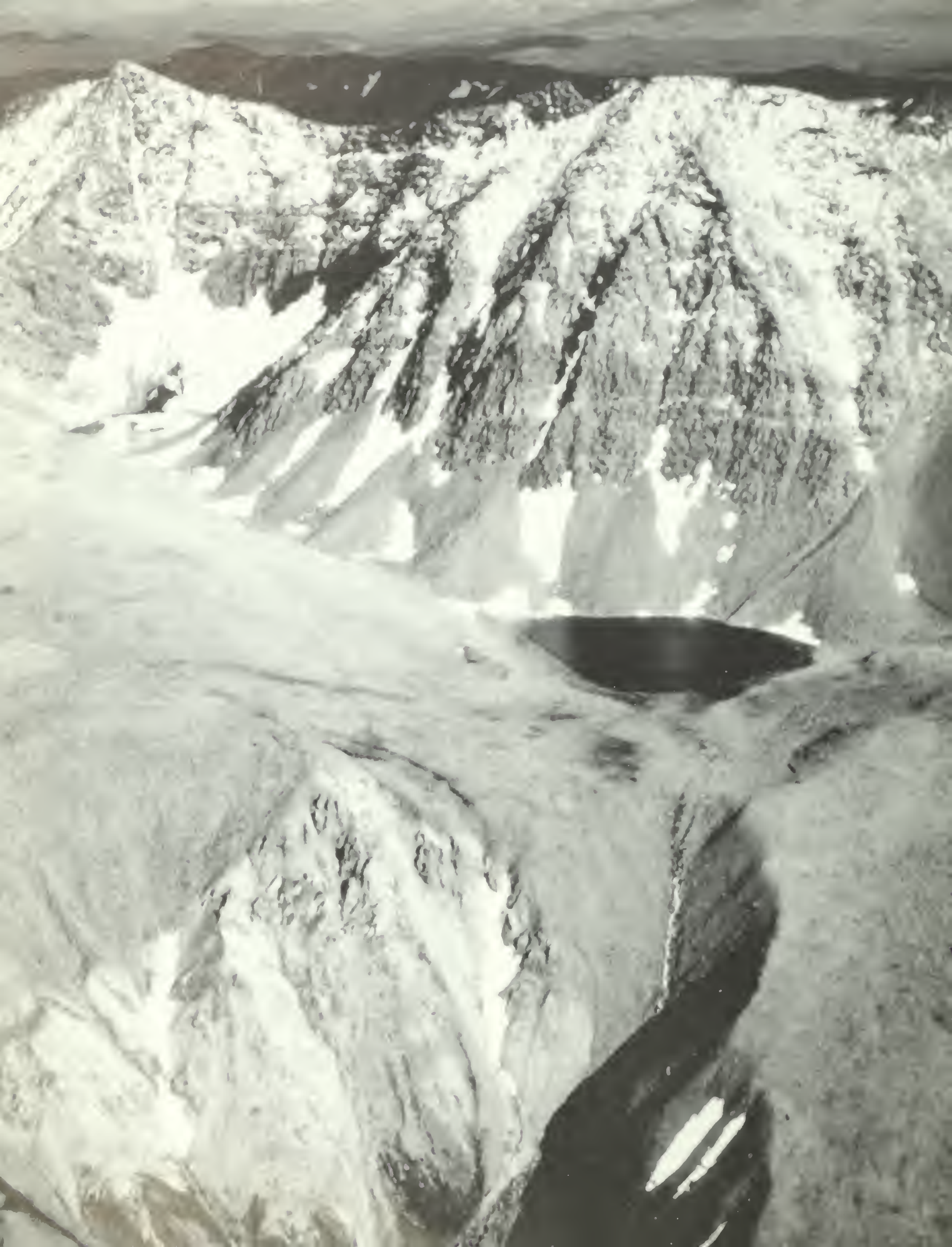
And in that moment all the facts and figures about Russell Cave became secondary to the experience of being there. On those full-moon nights the cave appears primordial in the ethereal light. This place *is* impressive. An NPS cultural resource specialist who recently visited the cave commented that "this place has real feeling to it." I'm just fortunate to live within the park and see the cave at night.

And in the cave I have discovered that it is best sometimes to just let the resource tell the story, to let a little bit of mystery remain about a landscape. This continent certainly was mysterious to the early Indians and the first Europeans, before we mapped and compartmentalized every square mile of it. It has always struck me that a part of our job as NPS interpreters is to convey a lost sense of primeval America, what writer Frank Walters called "the mysterious spirit-of-place of the new continent." Now this is not an abandonment of good interpretive techniques. It means only that we should try to experience the resources emotionally as well as intellectually.

The story of Russell Cave is comparable to the story of other NPS sites: there are important facts and figures to be dispensed to the public, to be sure, but there is also a feeling connected with each place that visitors should be allowed to discover in their own quiet way. And beyond all the facts, that may truly be the essential part of the interpretation of our natural and cultural areas.

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*Arthur McDade, Russell Cave's park ranger, writes that he has focused on the feelings connected with Russell Cave because "I am a believer that our NPS resources are places with feeling, and that our visitors can sometimes learn as much from their feelings about a place as they can from formal lectures and intellectual facts." McDade's byline also has appeared in the Tennessee Conservationist, magazine of the Tennessee Department of Conservation.*





# KOTZEBUE, ALASKA— THE CHANCE OF A LIFETIME

This windy, treeless town a few miles north of the Arctic Circle might not come to mind as a place for career advancement and rewarding professional experiences, but that impression is wrong, according to a park superintendent who sought the chance to live and work here.

Alan Eliason went from a resource management job in urban Anchorage to Kotzebue in 1987 as superintendent of Northwest Areas—Kobuk Valley NP, Cape Krusenstern NM and Noatak NPre. This summer, he went only slightly more urban, moving south to King Salmon, AK, as superintendent of Katmai NP & Pre.

Taking his place in Kotzebue is Ralph Tingey, who began his Park Service career in 1965 in Grand Teton NP and then moved to Denali NP in 1981 as the park's management assistant and then as chief of planning and resource management.

In recruiting for positions in Kotzebue and other rural Alaska communities, Eliason said there are often misconceptions about community life, schools and career opportunities.

Eliason's own children are solid evidence that rural Alaska schools produce youngsters who can compete against their big-city counterparts. His twin children, Brandon and Brenda, were honor students in Kotzebue, and are now freshmen at Brigham Young University in Utah.

Brandon was a top achiever in typical high school activities—he served in student government, earned his Eagle Scout rank, and ran well in the statewide cross country meet. But Kotzebue offered unusual opportunities, too. Brandon, as senior class president, invited Sen. Ted Stevens (R-Alaska) to speak at the school graduation—and the senator accepted. On a Boy Scout food drive, Brandon used a snowmachine and a 14-foot sled to pick up caribou carcasses and other native foods.

Eliason, who spent two years with his family in Saudi Arabia on a Park Service project, is quick to admit life in rural Alaska is not always easy. Mid-winter is dark, compensated for by round-the-clock daylight in June. Sub-zero winter temperatures are routine. Food and housing are expensive and not the same quality found in many areas of the Lower 48. A tax-free 25 percent cost of living allowance helps offset the higher costs, though, and new government housing is planned for Kotzebue.

For Tingey, the move to Kotzebue will be a move into a larger community, and one that offers unique challenges for a park manager. "These parks combine all that you envision parks to be: tremendous natural resources and some of the oldest cultural resources in the western hemisphere. They also help support the dynamic, traditionally based subsistence lifestyle of the remarkable people of Northwest Alaska."

"I'm looking forward to living there in a larger community, being closer to neighbors and having our kids walk to school,"

Tingey said. Kotzebue's high school, like many in rural Alaska, is small (150 students) and offers a very basic curriculum. "But if parents are willing to work with the teachers and the principal, their children can have expanded and challenging opportunities," Eliason observed.

There's another kind of irreplaceable education that comes with living in a community that is primarily Native Alaskan, Eliason said. "In many ways, you're living with another culture. You learn tolerance; you learn about a very old culture. Native Alaskans are proud of their heritage, and are making a tenacious effort not to lose their traditional values."

The three park areas operated out of Kotzebue cover about nine million acres. Each is beginning to attract attention from recreational visitors and scientists, as well as continuing to be a valuable subsistence resource for local residents.

Noatak Preserve is an international biosphere reserve that has attracted Soviet and American researchers. Each unit has rich archeological resources stretching back to the earliest migration of people to North America. The Bering Strait region is quickly gaining international attention as relations with the Soviet Union improve and a proposal for an international park gains acceptance from both nations.

"Scientific research is an industry of the future in Alaska," said Regional Director Boyd Evison, "and national park units are the best natural labs."

The Alaska Region hopes to increase its ability to inventory, monitor and research its vast cultural and natural resources. A proposal to add about \$8 million in base funding for parks and the regional office was partially funded for 1991, and will result in several additional resource management positions.

Resource management specialists, administrative personnel and rangers have all been able to move forward in their careers after working in rural Alaska, Eliason adds.

While the NPS didn't win any popularity contests in the late 1970s and early 1980s when the Alaska National Interest Lands Conservation Act was being debated in Congress, attitudes have changed. "People realize we're here to stay," Eliason observes. "They see what our goals are and how those same goals often match what they want. These parks are really beginning to catch the eye of the American public."

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*John Quinley is the public affairs specialist for the Alaska Region.*

# VOLUNTEERS SPELL THE DIFFERENCE AT BIG CYPRESS NATIONAL PRESERVE

When you call Big Cypress NPre, the first voice you hear on the telephone may be that of a 78-year-old grandmother from Indiana.

Your questions at the headquarters' front desk may be answered by a gracious retiree who for 45 years was a minister in California and Arizona. And you'll find a one-time Air Force pilot in a park office, cataloging sightings of wild fowl as part of the preserve's resource management program.

They are part of a remarkable cadre of volunteers who contribute time, talent and no small measure of perspiration to the work of the NPS staff at this half-million-acre plus area in southwest Florida. Without them, Superintendent Fred J. Fagergren says the preserve would be hard-pressed to fulfill its various responsibilities.

"The national parks of this country attract nearly 300 million visitors, and yet we have only some 9,000 permanent



The cordial voice of volunteer Lucille Eble provides the introduction to Big Cypress NPre for scores of callers. Nine times a grandmother, Mrs. Eble and her husband, Sylvan, each contribute at least 24 hours of volunteer duty each week during the winter season. They come from Connersville, Indiana.





**T**his cheerful trio (at left) are great emissaries for the volunteer program at Big Cypress NPre, which counted nearly 10,000 hours of volunteer effort last year. L to r: Mildred Mahar, a retired bank teller from Weymouth, MA; her husband, Harvey, a machinist; and Theo Morrow from Saratoga Springs, NY. Mrs. Morrow and her husband, Bob, have volunteered at Big Cypress for five consecutive winter seasons. Volunteer Jim Harpster (below) was the park's roving reporter. He now has moved on to U.S.S. Arizona Memorial, where he will be covering events and assisting staff with their public affairs needs.



employees," says Fagergren, who speaks from 21 years of park experience. "Without those volunteers, we simply wouldn't be able to do the job. You should see the kinds of great people we have."

Grey-haired Lucille Eble, who has nine grandchildren, donates at least 24 hours a week to the preserve, answering phones, sorting mail, filing and performing a variety of other tasks that go far to relieve the burdens of the preserve's paid staff. Her husband, Sylvan, volunteers as a maintenance worker.

The former Air Force pilot, who retired as a high school biology teacher, is Bob Rogers, 68, from Alpena, MI. Thaddeus Bara, at 31, is using his volunteer experience as an opportunity to explore a possible career change from engineering. He has degrees from Stanford and from the University of Florida, and is designing a remote sensing program to identify melaleuca stands within the preserve.

Bob Stewart and his wife, Pat, from Chico, CA, were 45 years in the ministry, and for 6 years he was director of the Wesley Foundation at the University of Arizona. Now he assists visitors at the preserve's front desk and does data collection in resource management; his wife is working in her specialty area, computer programming.

In addition, Big Cypress has two other husband-and-wife teams, Bob and Theo Morrow, from Saratoga Springs, NY, and Harvey and Mildred Mahar, from Weymouth, MA.

The preserve's volunteers come from ten different states. There's even one, Karl-Heinz Lehrer, from Stuttgart, West Germany.

Why do they do it? What do they gain from it?

Ask them, and they'll tell you they do it for the sense of fulfillment.

"It's like having a big family," says Lucille Eble, from Connersville, IN. "You feel like you belong. Besides, I'm learning new things all the time, so I get a lot out of it."

The Morrows have been volunteering at Big Cypress for five consecutive winters, the Ebles for three seasons. They and a number of their colleagues live in motor homes that are permitted to park free, with hook-ups, at a preserve campground nearby—their only direct compensation for the volunteer work they perform.

Superintendent Fagergren calculates that the volunteers last year contributed a total of 9,477 hours of effort. That's the equivalent of five full-time employees. Their services ranged from constructing and installing information signs to recording water flow, from collecting information about wildfowl sightings to developing computer listings of articles from scientific journals.

"A year or so after my husband retired (as a telephone installer in New York) we came down here for the winter and after a while found that we were bored stiff," says Theo Morrow. "Then we heard about this volunteer program and came over to Big Cypress."

"Now we're in our fifth winter of working here, and it's just great. We get a lot out of it, and they need us. Or they at least make us feel that they need us. Either way, we enjoy it, and feel good about it. And that's what counts."

*Former Rocky Mountain Regional Public Affairs Officer Jim Harpster is himself a volunteer. Since his retirement, he and his wife have come to know and enjoy the parks where he has volunteered his public affairs and writing talents.*

# STEAMTOWN— THE INTERPRETIVE STORY



**S**teamtown excursion locomotive No. 2317 carries six coaches full of passengers to Kingsley, Pennsylvania. (Photo by Ken Gant.)

Sounds from the distant past echoed through the streets and down the alleyways of Scranton, PA, neighborhoods. They were an invitation for some to reminisce about days gone by; for others they were a curiosity that seemed out of place in this 20th-century, Mid-Atlantic environment. The source of the sounds was the whistle of the #2317 Canadian Pacific steam locomotive operating in the abandoned train yard of the former Delaware, Lackawanna, and Western Railroad (DL&W), part of Steamtown NHS' 40-acre grounds.

Nearly four decades have gone by since a steam locomotive operated in this yard. Prior to March 1989, only a representative sample of the park's locomotive collection was displayed behind the former DL&W passenger station. Meanwhile the park's

interpretive staff were developing plans to place various steam locomotives throughout the yard. Concurrently, the interpretive rangers began introducing a new generation of people to the cultural, historical, economical, and technological aspects of the steam era.

Steamtown boasts a collection of 30 steam locomotives and close to 80 pieces of rolling stock. The Union Pacific woodburner #737, built in 1887, is the oldest piece in the park's collection. Technological advances within the locomotive industry led to the production of the Union Pacific "Big Boy," one of the largest steam locomotives ever built. Steamtown has one of the eight "Big Boys" still in existence.

The site's first interpretive season officially began Memorial



Day weekend of 1989. A bottle of champagne christened the #2317 steam locomotive before it began its busy schedule. This powerful steam locomotive chugged diligently along the track within the railroad yard, taking visitors on a tour between the interim visitor center and the old roundhouse and turntable.

Visitors rode on a Jersey Central Railroad combination coach and baggage car built in 1924. Interpreters helped them visualize the transformation planned for the railroad yards during the next

## International VIPs to Steamtown NHS

"America, the beautiful..."—the promise inherent in the song lyrics came true for four steam locomotive mechanics from Poland last fall. The men volunteered six weeks of their time to work at Steamtown NHS. In exchange, they experienced basketball, fried chicken, pizza, American television, shopping malls, steam locomotives, and broadly welcoming smiles.

Why did the National Park Service go all the way to Poland for volunteers? How did the whole thing happen? Peter Kumelowski, a Polish-American who works for the New York City Transit Authority, is a railroad enthusiast who thought the park's needs might well match Polish workers' expertise, gained in a country that still routinely operates several hundred steam locomotives.

With Kumelowski's support and the assistance of Rick Cook (NPS International Affairs), U.S. visas were arranged under the Cultural Exchange Program. Four Scranton businesses contributed the funds to cover air fare between Poland and the United States for Marek Dobrzykowski, Andrzej Kudlaszyk, Michael Horowski and Patrycjusz Adamczyk. Signed up as National Park Service volunteers, these four men arrived to help restore a steam locomotive to operating condition.

The individual credentials of these four men made their choice an excellent one. Dobrzykowski, a group leader for the Polish State Railways, supervises emergency crews at derailment sites. Kudlaszyk also works for the Polish State Railways, supervising repairs made to narrow-gauge steam locomotives. Horowski is an engineer in charge of the railroad's rolling stock preservation, and Adamczyk is a tool maker, lift operator and welder involved with the Polish Association of Railway Enthusiasts.

The four volunteers did more than work while visiting the United States. They visited the Pennsylvania State Railroad Museum, Lowell NHP, Washington DC, Allegheny Portage NHS, and other areas of interest. They also experienced American family life. Adamczyk and Horowski stayed with Superintendent John Latschar, whose children introduced them to Nintendo, math homework American-style, and basketball. Dobrzykowski and Kudlaszyk, who stayed with the park's administrative officer, James Johnson, toured the local



*Mechanic Michael Horowski works on locomotive No. 3254.  
(Photo by Ken Gant.)*



*Polish mechanics (left to right) Marek Dobrzykowski, Michael Horowski, Andrzej Kudlaszyk, Patrycjusz Adamczyk and their escort Peter Kumelowski. (Photo by Ken Gant.)*

community on the family's bicycles.

Both Steamtown NHS staff and the Polish volunteers agreed that the experience was a fascinating, rewarding one—and there are thoughts of continuing the program. Now, the final line of "America, The Beautiful" has taken on special meaning—"...And crown their good with brotherhood from sea to shining sea."

Caroline Christy

# STEAMTOWN

*The Interpretive Story*

few years of development. They also toured the locomotives on display and witnessed the intricate restoration of an Erie Lackawanna business car.

Every Friday, Saturday, and Sunday from July through the end of October, interpretative rangers and visitors boarded passenger coaches for a 58-mile round trip steam locomotive excursion. Passengers enjoyed the trip to Kingsley, PA, particularly as they passed through the 3,629-foot long Nicholson Tunnel and over the famous Tunkhannock (Nicholson) Viaduct. Although construction of this viaduct was completed as long ago as 1915, it remains the world's largest reinforced concrete railroad bridge. Railroad safety is the greatest concern of the Steamtown staff. Not only do the interpretative rangers stress the importance of railroad safety, but all Steamtown NHS employees join in this endeavor. As part of its community outreach effort, Steamtown hosted Conrail's Operation Lifesaver program for two days. The Conrail van rolled onto the Steamtown grounds with its educational exhibit promoting track safety to reduce the injuries and fatalities associated with pedestrian/vehicle/train collisions. Visitors participated in a simulated train crash as they sat in an engineer's seat. A valuable lesson was made real as men, women, and children experienced the crash from the engineer's point of view. They walked away from the simulated accident with a new understanding of train stopping distances and a deeper appreciation of steel-rail technology.

Off-site community outreach programs were extended to senior citizen groups, summer camps, church groups, civic groups, and local businesses. These specially designed presentations included videos of Steamtown's move to the railroad yard, slide shows of the staff preparing the yards for visitation, costumed interpretation illustrating occupations that could be followed with the railroad, and, of course, safety programs.

October 29 brought a close to Steamtown's first season at its new location within the railroad yard, a season enjoyed by more than 70,000 visitors. The last excursion train pulled in that day



**P**ark Ranger Caroline Christy cautions this little visitor to watch her step as she exits the excursion coach. (Photo by Ken Gant.)

after providing rides to 25,000 visitors. The streets and neighborhoods in Scranton went quiet for a time after that. No inexplicable sounds drifted through, carried on the wind. Locomotive #2317 was silent, but only until Memorial Day weekend started its second interpretive season. Then, once again, the streets were filled with the sounds of yesteryear.

*Mary Skordinsky is a temporary park ranger working at Steamtown NHS.*



## A New Name, A New Era for Pecos

"Good morning, Pecos National Historical Park"—it's a mouthful to say when we answer the phone these days, but it's an adjustment the staff is happy to make. The park officially received its new name on June 27 when President Bush signed the bill changing its name and authorizing the Park Service to accept the surrounding lands of the Forked Lightning Ranch as a donation. The timing could not have been better—the park's 25th birthday was June 28. A surprising series of events made it all possible.

One day last December a local newspaper broke a story that sent shudders through the staff and the local community of Pecos. A Florida-based developer planned to buy actress Greer Garson Fogelson's Forked Lightning Ranch—5,556 acres completely surrounding the park—and turn it into a "destination resort community" called Santa Fe East 20001. His plans called for medium and high density housing right on the park's boundary, car and motorcycle drag strips, an international shopping mall, a hotel, a private airport, a hunting preserve and two golf courses.

Needless to say the park staff was shocked and depressed. We had visions of airplanes taking off over the ancient ruins and of being able to wave at homeowners as they relaxed on their back porches. One of the park's great attractions for visitors is that they can stand among the ruins of a 15th century pueblo and experience a view very much like that glimpsed by the original inhabitants. The ranch had protected this view since the park's creation in 1965. None of us knew how much longer we could count on it to buffer the site. As things turned out, fate was on our side. A few weeks after the development was announced, the same newspaper exposed the developer's police record for fraud. The adverse publicity caused Mrs. Fogelson to cease negotiations.

Unbeknownst to us, some very concerned citizens had begun negotiations of their own. They were making an effort to save the ranch. Bill deBuys, the local representative for the Conservation Fund, spearheaded the effort to have the ranch and the park's vistas preserved. The R. K. Mellon Foundation, a philanthropic organization based in Pennsylvania, included the Forked Lightning Ranch in a conservation land purchase that totalled more than 100,000 acres nationwide. This wonderful news came in time to make the park's anniversary commemoration even more meaningful, so we make it a double celebration on July 7.

While burgers cooked in the picnic area, a ceremony was



*Southwest Regional Director John Cook and Secretary of the Interior Manuel Lujan have just unveiled the park's new sign, with its new name proudly in place.*

held in the mission church ruins. Secretary of the Interior Manuel Lujan honored Bill deBuys and the Conservation Fund for their exemplary efforts in preserving Pecos. The New Mexico congressional delegation, Senators Pete Dominici and Jeff Bingaman, and Congressmen Bill Richardson, Steven Schiff and Joe Skeen also were honored. Jack Roach, Mrs. Fogelson's representative, read a prepared statement reflecting her pleasure in having helped preserve Pecos over the years and in assisting in turning another page in the history of the Pecos Valley. To highlight the ceremony, Secretary Lujan and Southwest RD John Cook unveiled the park's new redwood entrance sign. Pecos National Historical Park became official.

The Forked Lightning Ranch was a working ranch on which Mr. and Mrs. Fogelson raised Santa Gertrudas for almost 50 years. The land includes more than two miles of Pecos River riparian habitat, perhaps more than 100 archeological sites, ruins of the Santa Fe Trail and two historic buildings—the main ranch house, built in the traditional northern New Mexico style in 1925 and the ranch headquarters which in part incorporates the old Kozlowski's stage station—a stop on the Santa Fe Trail and Union campsite during the Civil War battle of Glorieta Pass in 1862.

The Forked Lightning Ranch remains in private ownership until 1992 while the National Park Service plans for its eventual inclusion into Pecos National Historical Park. It's a challenge we're meeting with grateful enthusiasm.

*Ann Rasor*

# THE WOOD BETWEEN US

## AN ENCOUNTER AT MABRY MILL.

He was tall—I'd guess sixty years old but it was difficult to tell; one of those of indeterminate age that you can get approximately, within a score of years, could be 50, could be 70.

His whole body was concentrated on splitting shingles from a red oak log. Around him were the results of his labor: a five-foot high stack of shingles, neatly square and interlocked, and a four-foot mound of discarded slivers. These last were tossed on the pile when they were too thin, not wide enough, splintered, or curled.

The culls attracted me first. I recognized the straight-grained texture and the russet heartwood. It is the wood in our firewood pile that I seek to make kindling because it splits so readily. Newly split, it releases a pungent, pleasant smell that conjures the growth of spring and summer on a cold winter day.

"Pretty straight-grained wood, isn't it?" I asked the old shingle maker.

"Well you hope so," he replied without stopping. "Otherwise you're in for a hard day. Usually one side of the tree works easy; the other has a twist to it."

The log was split again and again, till the piece he was working was so thin I thought he could split it no more. Then he split it again.

None of it looked difficult, but I knew it was. Years of skill resulted in an economy of body movement. An x-shaped wooden frame lay flat in front of him at knee level to provide a convenient selection of braces for splitting recalcitrant pieces.

Someone else walked up. "How long does the mallet last?"

"Depends on how hard the wood you're splitting is."

He responded easily, softly. The answer, a fact based on long experience but offered without disdain: it was given in the same manner as he split the oak, with a deft combination of skill and style. It reminded me of Robert Frost's poem, "Two Tramps in Mud Time." The poet splits wood and extracts some perspectives from the task:

*Only where love and need are one,  
And the work is play for mortal stakes,  
Is the deed ever really done  
For Heaven and the future's sakes.*

A man looked at the pile of culls and said, "I'd like to have that at home. It would be great for starting fires."

"Not that stuff you wouldn't," he said. "It's too wet. It's gotta have the right moisture to do this. Too wet for firewood now."

He kept working as he talked, throwing culls on the pile and stacking shingles.

A book I had read claimed red oak was so porous that smoke could be blown lengthwise through a piece three feet long. Hyperbole perhaps, but the lesson was that a wood's character informed its utility. Of red oak the book said that it became rough lumber, clapboards, slack cooperage—that it was not suited for tight cooperage. (Tree books are great respecters of



Illustration by Ann Smyth

age. Even new ones repeat phrases common at the turn of the century. "Tight cooperage presumably means waterproof barrels.)

This shingle maker knows all that. A walk in the woods of the Blue Ridge with his knowledge would reveal a different landscape. Trees and plants would become interwoven with a life that has nearly disappeared. Hardness of cherry, softness of pine, strength of oak, straightness of tulip tree; these qualities distinguished their application on home and farm. Other plants carry a perspective in their common names: colic root, snake-root, baneberry, cowbane.

Each of us brings to nature all of our experience. That experience in turn can have a profound effect on the natural world as we understand how plants and animals relate to us and we to them.

The shingle maker continued his work, splitting each piece to a width and length he knew to be just right. I looked at the familiar pattern of the wood, the white of the outer layers shading subtly to red, the sheen of moisture highlighting the straight grain. The wood was our common ground. He and I have come from different places, have accumulated different experiences. But we have the wood between us.

It is enough.

Denis P. Galvin last wrote for the *Courier* in the June issue.



# PARK BRIEFS

The unwelcome visitor that cruised through Virgin Islands NP last September caused much damage. But Hurricane Hugo, it can now be said, brought out the best in everyone as park staff, island residents, and even visitors helped with the recovery. Yet, not even this team effort could reassemble all that was scattered across St. John's hillsides.

The government houses that survived the storm's wrath were left with leaky roofs and other problems that continue to plague occupants. For a while, it seemed as if "all the Government's horses and all the Government's men couldn't put the houses together again."

No more now! Seven months later, two major initiatives are well underway and worthy of mention. Five new duplex units and a hurricane shelter are being designed by the Denver Service Center for construction on the island of St. John. Although construction of new housing is

important, it is the rehabilitation of damaged houses that has reactivated Team NPS.

Southeast RD Bob Baker started the ball rolling in January with a call for employee assistance. Everglades NP pitched in by helping coordinate purchase and shipment of materials in short supply in the Virgin Islands. Everglades contracting officer Sherry Dague and her staff went the extra mile to work closely with Virgin Islands personnel to prepare purchase orders and coordinate deliveries. In the blink of an eye (well, almost), everything from power tools to galvanized roofing was loaded into containers and shipped.

Meanwhile, SERO architect Ron Bishop put together a skilled crew of NPS employees to start the rehab effort. Most of the materials and the first stateside crew arrived in mid-March from Gulf Islands NS, Cowpens NB, Cape Canaveral NS, and Fort Sumter NM. Each group works four weeks and then is succeeded by another crew over a six-month



period. Gulf Islands' J. B. Sapp was the first foreman.

The crew has rehabilitated four houses on St. Thomas and is working now on badly damaged residences on St. John. The Maintenance Division of Virgin Islands NP and local contractors are working on repairs not assigned to Team NPS. Workers from San Juan NHS will be assisting with tiling and painting, scheduled later in the project.

Using NPS employees was de-

cided partly in response to expensive contractor bids, and the need to get work done in a hurry. This project will be a success because the agency can draw on a tremendous reservoir of talent and personal commitment.

Park employees in the Virgin Islands will long remember that "Hugo" brought out the best in an organization worthy of the respect it is accorded by the public.

Richard C. Schneider



## Southwest Region Deputy Director

Richard Marks officially launched *Big Thicket Queen*, a double hull pontoon boat scheduled for a heavy tour season up the Neches River. The tour to Cook's Lake provides a scenic opportunity to introduce audiences to the critical issue of diminishing biological diversity around **Big Thicket NPre**, established in 1974 to preserve the

ecological diversity inherent in the region where woodlands, coastal marshes, and desert converge. Recognized by the United Nations as an International Biosphere Reserve, the preserve still faces environmental pressure. In an area that is a hub for the petrochemical industry, the Cook's Lake cruise provides an important opportunity to share an environmental message.

Running the length of the park, the Ohio and Erie Canal is **Cuyahoga Valley NRA's** most significant historic resource, the northern third being still watered. The house at Lock 38, traditionally called the "Locktender's House," is one of the few remaining structures associated with the statewide canal and is listed on the National Register of Historic Places. Archeological and historical research have revealed that the house, built circa 1830-1840, has served many purposes—store, dance hall, residence, inn and tavern—but no evidence suggests it was ever a locktender's house per se. Once referred to as "Hell's Half Acre," the building, no doubt, has had a colorful history, being present for much of the bustling and often raucous life of the once thriving and important "Buckeye Ditch."

The National Park Service

acquired the house in 1977, and shortly thereafter began stabilization and preservation activities to save it. During the last three years the building was adaptively restored to serve as the park's Canal Visitor Center. As park maintenance crews worked on the building, the interpretive staff worked with Harpers Ferry Center exhibit planners and designers to develop new exhibits explaining the area's 12,000-year human history.

The new visitor center was officially dedicated and opened to the public last December. The ceremonies were further brightened as representatives of the State of Ohio used the occasion to turn over to the Park Service all state-owned canal lands within Cuyahoga Valley NRA boundaries. State Senator Grace Drake also read a resolution by the State Senate honoring NPS efforts to preserve the historic features of the Cuyahoga Valley.

John P. Debo, Jr.



**W**hat would General Washington have thought had he discovered southern troops in grey uniform led by General Jeb Stuart Magruder at Yorktown, instead of the British Army and Lord Charles Cornwallis? Though Yorktown Battlefield was established to commemorate the last major

battle of the American Revolution, Confederate and later Union troops occupied the area during the Civil War. For the past four years, on Memorial day weekend, **Colonial NHP** volunteer Dr. Adrian Wheat has worked to insure that Yorktown's role in the Civil War is not forgotten. A medical doctor in real life, Dr. Wheat has used his own collection of 19th-century military and medical equipment to transform the 18th-century home of Thomas Nelson, Jr., into the Confederate field hospital that existed there during the Peninsular Campaign of 1862. Last Memorial Day, Dr. Wheat was joined by several reenactment groups who set up a Confederate camp on the grounds next to the house. More than 1,700 visitors enjoyed this unusual Yorktown program.

Diane Depew

**M**ore than fifty guests listened to the U.S. Navy Band, ate cake, drank punch, and looked on as four ribbons were cut at the opening of new quarters for Seattle's Outdoor Recreation Information Center. The ribbons were cut by representatives of the National Park Service, U.S. Forest Service, Washington State Parks, and the Pacific Northwest National Parks and Forests Association. All are partners in

the daily operations of the center. The dedication marks the beginning of a new era for the center, which has been providing information to the public on campgrounds, trails, and other recreation areas in Washington State since 1975.

In addition to information desk and retail areas for book and map sales, the facility also houses a new self-help trip planning station.

Dennis Canty

**R**ecycling at Santa Monica Mountains **NRA** has reached new heights—heights of paper and aluminum cans—thanks to the energy of Catherine Saunders, drive organizer, and all those employees who have contributed. Proceeds from the drive are being recycled also. They are being returned as contributions to the Satwiwa Native American Indian Culture Center building fund.

An avid recycler of just about

everything, new permanent full-time employee Catherine Saunders believes in positive return on everything expended. "We use, we reuse, we recycle, and we use again," stated Saunders. "And if we can earn money recycling, I believe the earnings should go toward education."

What she has in mind, of course, is the Satwiwa Native American Indian Culture Center which has been operating out of a

## Thanks to a New York City congressman,

**Federal Hall NM** has a new American flag. When Manhattan Sites Superintendent Georgette Nelms imposed a spending freeze, one of the delayed purchases was a much needed American flag for the historic site's flagpole.

The office of Congressman Ted Weiss, whose district includes Wall Street and Federal Hall, heard of the dilemma. On July 2 a new five-foot by eight-foot flag was delivered to the memorial from his office. Accompanying it was a certificate noting that the flag was

flown over the U.S. Capitol on June 14, Flag Day, "in recognition of the National Park Service in New York."

The Manhattan Sites staff are pleased that Congressman Weiss honored them in this fashion, as this nation was born at Federal Hall where the first U.S. capitol was located and where George Washington was inaugurated. "Although Congressman Weiss declined public recognition, we felt that recognition in the *Courier* would be a suitable way of supplementing our personal letter of thanks," said Supt. Nelms.

Manny Strumpf

**P**ark Ranger Joelle L. Wagner delivered 65 awards to delighted participants in the first Poe-ster Contest sponsored by **Edgar Allan Poe NHS** in Philadelphia this summer.

The contest helped forge even stronger links with community children by encouraging them to share their images of "Poe, My Philadelphia Neighbor." Poe-sters ranged from tiny pencil drawings to a large diorama and included two mystery stories, a la Edgar Allan Poe, complete with illustrations. Awards were given in the following categories: grand prize winners, special merit winners, second and third place winners, and winners. There were no losers; everyone who participated got an award. Wagner and her



coworker, Karen A. Sullivan, developed the contest to enrich the annual spring After School Program and it worked wonderfully.

Mary O. Reinhart

small house for the past seven. The popularity of Center programs and the limited space have encouraged the drive for a new building. Funds will not only erect the new center but will build the amphitheater for outdoor educational programs, support exhibits and facilitate the sharing of cultures.

Dedicated to accurate education concerning Native Americans, the center interprets the Chumash and Gabrielino cul-

tures indigenous to the area, and the arts and accomplishments of all contemporary Native Americans.

Jean Bray





## The cow herd at Lyndon B. Johnson

NHP has a new herd sire. His name is RHR Mr. Rust 5050. Weighing more than 2,000 pounds and valued at \$7,500, he was donated by Leland Roen of Bowman, ND.

The search for a suitable bull began in January with telephone calls and visits by Ranch Foreman Edward Meier to various Hereford breeders throughout Texas. The beef industry's production of taller, leaner cattle complicated the search for a bull to carry on historic bloodlines and appearance. A news article

by the *American-Statesman* of Austin, TX, carried nationwide by the Associated Press, resulted in additional contacts.

The cultural resources management plan of the park not only requires the ranching scene, fences, buildings, pastures, grasses and croplands be maintained to the 1963-1973 period, but also the registered Hereford herd to be maintained with cattle directly descended from the President's herd. Mr. Rust was selected because he was the most historically accurate.

William B. Hodges

## Twice a year Harold

Cardwell, a senior instructor at the Florida Rehabilitation Center of the Blind, brings a group of blind adults to **Canaveral NS** to experience the many aspects of its natural environment.

"The park has so much to offer," he said. "We appreciate things a sighted person often takes for granted. All in one day we can sense the vastness of the ocean against the beach, and then, a short distance away, there's the lapping water in the lagoon. We pick up oyster and clam shells and learn the difference between them. And on the nature trails, we touch the trees and know which is a nakedwood tree and which a live oak. And, of course, we get to know the plants and flowers by their smell.

It's what we call horticultural therapy," Cardwell said. "In fact, over the years some of our people have chosen to continue learning in the plant field and have gone on into greenhouse work."

Although some group members are legally blind and some totally blind, the uneven footing on the trails did not seem to present a problem. "After all," said Cardwell, sight impaired himself, "back in town there are broken sidewalks and bumpy lawns, so we just make allowances for the unexpected."

Elizabeth Dupree

## Her arrival heralded by a loud thunder-

clap, Mother Nature burst in the auditorium door and onto the stage. "I don't have much time! I don't have much time! You have no idea how busy I am this time of the year: births to attend, migrations to coordinate, the trees to leaf out." Obviously out-ranked, Superintendent Ed Rothfuss graciously gave up the podium, and Mother Nature (Park Ranger Karen Rosga) began dispensing Earth Day awards.

Thus began Death Valley's Earth Day Awards Assembly, just one facet of **Death Valley NM's** Earth Day celebration. In February, area schools had been invited to participate in an art and essay contest focusing on Earth Day. Some essays were humorous: one described the invention of trash-eating fish. Others were brief but pointed: "Animals need food and water. We should stop loggers from cutting all the trees. When people pollute the air it makes holes in the ozone layer."

The posters were just as diverse: a banner depicting the entire solar system, with the Earth in a trash can ("Treat Earth Nice, Not Like Dice"); a drawing of an ocean ecosystem polluted by an oil spill; "Pollution Hurts" read the caption beneath a fist punching the planet.

Recognizing the amount of thought that went into these entries, the interpretive staff decided to create award categories to fit the entries (Oil and Water Don't Mix Award; Forests Forever Award; Beating the Global Heat Award). All participants received recycled paper certificates and fabric scrap ribbons.

Before the ceremony began a group of high school students worked with employees on a native vegetation planting project. The water-consumptive lawn was removed from the visitor center yard and re-landscaped with local rocks. Seedling desert plants, grown in Joshua Tree NM's nur-

sery from seeds collected in Death Valley, made an appropriate replacement for the non-native lawn.

For all the local and national media attention, visitors and students reaffirmed that Earth Day is not a discreet event, but an attitude that's catching on. That's good news for Mother Nature.

Kayci Cook

## Staff naturalists at Rocky Mountain NP

say there is evidence that global warming could be a reality.

Since 1988 unofficial temperature readings show that average highs have surpassed the normal mid-60s range and gone up to 71 degrees in 1989. At higher elevations of 11,000 feet where a norm in the 50s is expected, a reading of 63 has been documented.

Park biologist Dave Stevens, however, isn't so sure that global warming has arrived, adding that, "Climate change is not an unusual thing. It's been going on for millions of years."

But a new project designed to study global climate change could put everyone's views into perspective. The study, a \$3 million initiative, has named eleven areas as primary research areas, the Colorado Rockies being priority number one.

The park's high altitude alpine tundra region is of specific interest in this study and in other studies. The area is a sensitive region containing lichens, mosses, and short grasses. An extreme environmental change would have a noticeable effect, says Stevens. "But," he adds, "as of yet there have been no changes that we've noticed." He also mentioned that changes in the plants may be so gradual they might not be evident in a short-term study, and that a hundred-year span might be required to determine whether global warming is a reality.

Debbie Dortch

## NEWS

Capitol Reef NP superintendent **Martin C. Ott** has been named Wind Cave NP superintendent. He replaces Earnest Ortega, promoted to an administrative post in the Southwest Regional Office. Although Ott will miss his native state of Utah, he enjoys being back "where the buffalo roam." A team roper in local rodeos, Ott assisted Wind Cave in a 1987 buffalo round-up. A former park ranger at Theodore Roosevelt NP, Ott has visited every NPS-administered area in the Dakotas and enjoys the area. Earlier this year he received an "Unsung Hero" award during Public Service Recognition Week for his work with the community, an honor he shared with his predecessor, Ortega.

Arches NP Superintendent **Paul D. Guraedy** has been promoted to the superintendency of Lincoln Boyhood NMem. A 23-year NPS veteran, Guraedy began his career as a park historian at El Morro NM. Subsequent historian, interpretive and law enforcement park ranger assignments took him to such places as Virgin Islands NP, Cumberland Gap NHP, and Saguaro NM. He also served as superintendent of Fossil Butte NM.

The new superintendent of Sleeping Bear Dunes NL is **Ivan D. Miller**. He succeeds Richard Peterson, who recently transferred to Glacier NP. Miller once served as superintendent of Grand Portage NM, also in the Midwest Region.

**Arlo Shelley** has worked as a Timpanogos Cave NM seasonal ranger since the 1940s. Now in his 60s, he still hikes about ten to fifteen miles a day, a practice that has kept him in fine shape for his years. He hikes the steep trail to the cave four times a week, an exercise that takes him 45 minutes. "If I'm in a hurry I can do it in 30," he says.

"Sometimes people come up to me. They are tired and somewhere on the trail still climbing to the cave entrance. They say, 'This is too steep for someone in their 50s.'" Shelley tells them he is in his sixties.

Although he has been inside the cave thousands of times, this retired teacher still finds the cave exciting, and occasionally he notices something new. "It's usually pointed out by a young child. Children are so observant and cu-



(Left to right) Dean Wilson, Chris Case, Gregg Bruff, Ray Brende and John Ochman.

rious. The first year everything they say is new and they are praised for talking. Then parents become tired of hearing them and tell them to shut up. Imagine if they could maintain their imagination."

Obviously Shelley has been able to retain his, and the Park Service and the public are fortunate for it.

Pictured Rocks NL employees constructed a waste oil collection center in Munising, MI, for area residents. **Chris Case, Gregg Bruff, Ray Brende, and John Ochman** worked with **Dean Wilson** of the Alger County Soil Conservation Service as, together, they constructed the facility. Materials for the project were donated by local contractors. The lakeshore has been developing and expanding its recycling program this past year thanks to the interest and enthusiasm of its employees.

Friendship Hill NHS Site Manager **Steven R. Linderer** has joined the Midwest Region as the new superintendent of Fort Larned NHS. He succeeds Jack Arnold, now at Indiana Dunes NL.

Another change in the Midwest Region is the arrival of Morristown NHP's supervisory park ranger **James H. Holcomb**, who is the new superintendent of George Rogers Clark NHP. Holcomb succeeds Terry DiMattio, now

the superintendent of Cabrillo NM. Holcomb is a 23-year NPS veteran.

After weeks of hard work and sleepless nights, the big week finally arrived—the week in April when the National Park System Advisory Board, along with Park Service and Department officials ventured to San Francisco for their bi-annual meeting.

Monday began with a light drizzle as members and staff, including Deputy RD Lew Albert, boarded the bus for a visit to Golden Gate NRA Marin Headlands where Superintendent Brian O'Neill discussed the significance of this area, shadowed by the world-renowned Golden Gate Bridge. A brief stop at the Fort Barry Chapel Visitors Center for coffee and a quick browse through the educational guidebooks, and the group was off to the minivans for a trip to Muir Woods. There rangers Rich Wiedeman and Mia Monroe gave a tour of this redwood forest where the oldest redwood is at least 1000 years old.

Afterwards, the group headed for Sausalito to lunch aboard the rustic steam schooner *Wapama*, part of the San Francisco Maritime NHP collection. The historical, but modified, first class passenger lunch menu consisted of relishes, bangers, steak, and succulent baby turnips and carrots, all outstandingly serving up by ship stewards. Brief, insightful talks were provided by Supt. Bill Thomas, National Maritime Museum Association Executive Director Bill Whalen and the park's Chief Curator Karl Kortum.

Lunch completed, those sailors at heart





boarded *Alma*, the only remaining scow schooner afloat in the U.S., for a sail across San Francisco Bay. Later dessert was served aboard the steam engine ferry *Eureka* and tours were given of the former lumber carrying *C.A. Thayer* and the square-rigger *Balclutha*. The Board viewed damage to the pier from last October's earthquake.

Tuesday brought sunnier skies as the group visited Alcatraz Island where RD Stan Albright joined us for the day. "Alcatrazroopers" James Osborne and Nancy Fisher briefly described the military and cultural history of the infamous prison, officially closed in 1963. The back portion of the island is one of the West Coast's largest nesting areas for night herons and gulf gulls.

Back on dry land after the tour, the group headed for the Presidio to dine at the Officers Club. Superintendent O'Neill and transition team members briefed the Board on the three-year planning initiative for transferring the 1,450-acre Presidio from the U.S. Army to the park.

Wednesday and Thursday, on-site inspections complete, the Advisory Board conducted their business meetings at Lower Fort Mason Conference Center. Welcoming remarks were provided by RD Stan Albright. Topics discussed during the two-day session included national historic landmarks, cultural resources, educational programs and the Presidio transition.

Western Region employees were proud to have made this NPS Advisory Board trip a success. Special thanks to those who helped out in the Western Regional Office, park areas, and WASO. Good luck to everyone in Denver. I'm sure if you need helpful tips WASO's Dave

Jervis will be glad to give you my phone number

Audrey Ikner

Driven by a combination of curiosity and stubbornness, an NPS couple has discovered the site of a long-forgotten military camp on the border between Wyoming and Montana.

After four years of research **Gary Togstad**, a Devils Tower NM maintenance worker, and his wife, **Carla**, have pinpointed the location of Camp Devin, an army encampment built during a military expedition in 1878. The expedition established a telegraph link within the Dakota, Montana and Wyoming Territories.



The Togstads tracked down the camp by following the personal journals of Lt. Col. L. P. Bradley, the expedition's leader. Neither holds a degree in history or archeology, but Gary has attended various archeological workshops given by the Service. Their research has lead to the placement of a historical marker at the site, although the state lacks funding for a formal archeological investigation. Gary notes that the Council on America's Military Past recently gave approval to their efforts, which personally cost them close to \$500.

## AWARDS

Nez Perce NHP recognized curator **Sue Buchel**, administrative technician **Carol Gamet**, maintenance worker **Jesse Kipp**, and chief of interpretation **Marie Myers** for sustained superior performance. **Ben Attao**, **Susan Buchel**, **Brian Bull**, **Solo Greene**, **Kevin Harvey-Marose**, **Tim Nitz**, **Delphine Paddlety**, **George Parkins**, and **Al Slickpoo** received commendations for their first accident-free year. **June Greene**, **Diana Halfmoon**, **Marie Myers** and **Roy Weaver** totaled three accident-free years; **Karen Bizak-Marr**, **Jan Dick** and **Betty Wiley** five; **Gene Rasmussen** and **Audrey Redheart**, nine,

**Maynard Holt**, nineteen, and **Carol Gamet** twenty-five accident-free years.

Yellowstone NP Emergency and Air Operations Specialist **Richard R. Bahr** accepted the Secretary's Award for Outstanding Contributions in Aviation Safety. Well-known for his dedication to aviation accident prevention in the high-risk areas of helirappelling and short-haul operations, Bahr has been an important force in the development of a major interagency helirappel program. His efforts dramatically have increased the survival rate of individuals with traumatic injuries in the greater Yellowstone area.

Denali NP & Pre South District Ranger **Robert R. Seibert** has been named the recipient of the 1990 Stewardship Award, presented by the National Outdoor Leadership School (NOLS). The award recognizes land managers who have exhibited exceptional stewardship of the wildlands entrusted to their care. Seibert's ability to balance concern for users with a strong emphasis on care for the mountain environment earned him the recognition. He stresses minimum impact camping practices, emphasized through the medium of slide shows and other educational tools, and through the permit system. Seibert is the only year-round park employee living in Talkeetna, AK.

The National Park Service received the Department of the Interior's Safety Commendation at the annual Departmental Safety Conference in May. The NPS was recognized for its leadership in a research program to identify occupational health hazards associated with smoke in wildland firefighting. The research is being performed in conjunction with the National Institute of Occupational Safety and Health, U.S. Department of Agriculture, National Wildfire Coordinating Group and the Johns Hopkins University.

Accepting the award for the Service was MAR Regional Safety Manager **Dan Sullivan**. The award was later presented to Director Ridenour by RD Jim Coleman.

Ranger **Roger Blaine** was awarded the Daughters of the American Revolution (DAR) Conservation Medal in a surprise ceremony at Acadia NP on June 13. During his eight-year tenure at the park, Blaine initiated a search and rescue program to help locate missing persons.



He also worked extensively with rescuing falcons and eagles, a project he still maintains an interest in at his new position in Sequoia NP.

The DAR conservation medal is presented to persons who have made outstanding contributions to wildlife and conservation.

The U.S. Marshals Service presented awards of appreciation to (see photo above, l to r) **Terence Tumbrink** and **Carolyn Eisele** (St. Louis Convention and Visitor's Commission), U.S. Marshall Director **K. Michael Moore**, Jefferson National Expansion Memorial Superintendent **Jerry Schober**, and retired St. Louis Municipal Police Chief **James Damos**. "America's Star," the special U.S. Marshals traveling exhibit celebrating the 200th anniversary of that organization, received the largest visitor turnout at the park, larger than at previous exhibit sites where it has stopped during its tour. Jefferson Expansion had been selected as one of thirteen host sites because of its connection to the westward expansion theme. The evening of the exhibit opening, park unit co-sponsored a reception in celebration of the event.

## DEATHS

Structural design engineer **Fred Severud**, whose high profile projects included St. Louis' Gateway Arch and Madison Square Garden in New York, died June 11, a day after his 91st birthday. The son of a margarine factory owner in Norway, he studied at the University of

Trondheim, got married on September 11, 1923, and left the next day for the United States. "He decided he was going to be the best engineer in the world, and they came in through Ellis Island with \$50," said his daughter, **Sonja Susich**.

Severud is survived by two daughters, a son, seven grandchildren, one great-grandson, a brother and a sister.

**Norman Deavers**, long-time employee of Shenandoah NP, died July 9, after a lengthy illness. He operated a tractor in the north district from 1964 until his disability retirement this year.

**Mrs. A. J. (Marion) Knox** celebrated her 100th birthday on September 6, 1989, at her home in Doylestown, PA. This milestone was followed by her death on January 6, 1990. She died quietly in her sleep. Her husband was a longtime member of the Solicitor's Office for the Department of the Interior. In notifying *Courier* of her passing, **Garner B. Hanson**, National Park Concessions, Inc., observed "I am sure many of the old timers of the National Park Service will have fond memories of their connections with Judge Knox and his kind wife, Marion."

**Carolyn de Raismes**, writer/editor with the Publications Division at Harpers Ferry Center, died of cancer on July 10. She was 34. Carolyn is remembered by her colleagues and park

staffs as one who gave herself to her work, a creative researcher with a talent for quickly educating herself in a subject. Her love for the natural world and for the national parks is reflected in her evocative texts in some twenty brochures. She was especially pleased with the work she did for Zion NP, Timpanogas Cave NM, Carlsbad Caverns NP, Saguaro NM, and Biscayne NP. Carolyn also edited the official NPS Map and Guide folder, the NPS Camping Guide and the Welcome Olympians folder. She contributed two essays to the Washington, DC, guidebook.

Carolyn had the ability to present the most arcane or historically distant material in compelling ways, to make it accessible to the layperson. At the time she left the Park Service, she was deeply involved in an innovative group of folders dealing with Park Service fossil sites. The folders have a common chart-like section, where Carolyn stressed the importance of the fossil record—how it provided a graphic presentation of the dwindling diversity of species under the impact of human civilization.

One of Carolyn's greatest strengths was her commitment to the National Park Service and her belief in its mission. A dedicated environmentalist and supporter of the Nature Conservancy, she integrated her values into her professional life. People responded to Carolyn's sense of purpose, her self-reliance, and her humor with respect and affection, perhaps best indicated by the number of people, both at Harper's Ferry and in the field, who contributed their leave to her during her illness.

After graduating Summa Cum Laude with a B.S. in natural resources conservation from the University of Connecticut in 1978, Carolyn worked briefly with the U.S. Forest Service as a forestry technician. With the *Hartford Courant*, in Hartford, CT, she wrote a large number of articles on environmental issues, wildlife, parks, and energy and published freelance articles in newspapers and magazines. While she was still in college, Carolyn began working as a seasonal interpreter at Zion, Gateway, and Everglades. Shortly before she joined the Park Service in 1982, she took courses at the University of Florida and served as a writing intern at the *Miami Herald*.

Carolyn is survived by her husband, **James Baltusnik**, also an employee at Harpers Ferry Center, her father, and two sisters.

Bill Gordon



## MEMBER NEWS

**E&AA Life member Robert M. Paul (433** West 8th Street, McMinnville, OR 97128) volunteered as a summer seasonal at Glacier NP, following his retirement from the seasonal ranks. He served in the park for 43 consecutive summers, covering assignments in eight different locations, first as a trail crewman, then later on two occasions as the Sub-District ranger when permanent staff were not available. His final summer (1989), he donated his services as a VIP running his former station in Glacier's North Fork area.

*Phyllis Freeland Broyles prepared the following tribute to Herb Ewing, whose obituary appeared in the May Courier.*

**Herbert B. Ewing, the retired Yosemite NP** district ranger of Yosemite NP who died of cancer February 12, was born in Yosemite Valley on September 10, 1918. His Yosemite roots go back to his maternal grandfather, Gabriel Sovulewski, who came to Yosemite with the U.S. Army in 1895 and served as civilian acting superintendent from 1914 to 1916. All the major trails were created during his 30-year NPS career.

Herb's father, Frank B. Ewing, came in 1916 as an employee of the U.S. Geological Survey and remained first as a ranger, then as a roads and trails foreman, and finally as chief of operations until his retirement in 1950. In *One Hundred Years in Yosemite*, historian Carl P. Russell wrote of Frank, "the section of the John Muir Trail in Yosemite was born and has matured under Ewing's personal supervision."

From earliest childhood Herb accompanied his grandfather or his father on field trips where he learned to fish and ride horseback and listened to stories of how the Army "flushed the cattle and sheep out of the park" from the man who was there.

Herb acquired a broad vision of Yosemite from the days when the Valley was choked with hotels, corrals, gardens and dusty roads to the present dream of eradicating all cars. Throughout his 32-year career as a ranger, Herb fascinated campers at Tuolumne Meadows or backpackers at Merced Lake with his wealth of knowledge adding to their appreciation of the park's history.

Herb attended elementary school in the Valley, though the rest of his education was obtained elsewhere. He spent World War II in England flying B-17 bombers. After the war he married Ruth, and their son, Bob, was born in Sioux Falls, SD. By 1946 Herb was back in Yosemite looking for a job. The couple spent their summers in the back country with Herb patrolling the trails and Ruth wrestling wood for the cookstove and the laundry, and teaching Bob about rattlesnakes. Winters were spent in a little

house made from parts of demolished buildings from the "Old Village" at Sentinel Bridge. Herb went on ski patrol at Badger Pass or cleared roads while Ruth managed the Ansel Adams Gallery.

Their favorite station was Tuolumne Meadows where they spent most of their summers with their extended family of rangers, ranger-naturalists, packers and returning campers. The summers were also busy with fires to fight, and searches to conduct for lost or injured people.

Herb and Ruth retired in 1978 and made their home in Pine Mountain Lake where visitors continued to seek them out for talks about their favorite park.

**Mike Bureman, who works on DSC's** Eastern Team, happened to be headed to his Jacksonville motel when the driver of the van braked suddenly. Up ahead, a car fishtailed into the right lane, then veered across the center and into the left where it was struck by a tractor trailer and burst into flames. Back it went across I-95 onto the right-hand berm. Mike jumped from the van before it stopped and ran to the car, where he pulled out the driver seconds before the car's flammable liquids exploded. The woman he rescued was three months pregnant.

**Naomi L. Hunt, former WASO and DSC** writer/editor, has completed a two-month assignment in Death Valley NM where she researched and produced an administrative history of the burro removal program. Her report covered 25 years of research and study that led to the achievement of zero burro population within the 2-1/2 million-acre park in a three-year period. Detailed in the document are methods of capture, helicopter use, animal care and feeding, branding, required medical inoculations, and the eventual adoption of the burros. From 1939, when the first burro was taken from the area, to January 1, 1990, a total of 11,731 burros were removed. A draft review copy is available from Superintendent Edwin L. Rothfuss, Death Valley NM, Death Valley, CA 92328.

**After retiring in 1969 as Grand Canyon's** superintendent, Howard B. Sticklin determined to take up a life of civic affairs, assisted by his wife, Alta. Sticklin observes: "I was one of 'Mather's Men' in that the great man was still director when I came on as a seasonal ranger at Wind Cave. He died soon after that, and Horace Albright took his place. I had the good fortune of serving under other great directors: Connie Wirth, George Hartzog and a few others, and have been gratified since my retirement in seeing two of my own men, Gary Everhardt and

Russ Dickenson, reach the top."

"Now I'm looking forward to being promoted to that Big Ranger Station in the Sky," he continues. "I lost Alta four years ago, but I still have our daughter and her three sons and her fine husband, and my son Mike and his family." Mike retired as Golden Gate NRA chief of maintenance a few years ago. He is now an engineering consultant with a San Francisco firm and a life member of E&AA.

Though he's looking forward to that big ranger station, Sticklin says "I still manage a round of golf three times a week, and lately have gotten involved with the Land Trust of Arizona's attempts to save wild land around the city of Prescott from the developers' bulldozers, and establish nature reserves and city parks."

**Chapter 60 of the National Association of** Civilian Conservation Corps Alumni (NACCCA) has worked on a proposed bill (H-4264) to establish a Massachusetts Conservation Corps. Support for this appears greater than in previous years because of endorsement from the state's Department of Education, law enforcement agencies, and media. Chapter President Francis J. Derwin notes that a pilot environmental awareness program for 15-18 year olds is being supported by the state legislature and interested citizens.

**Art Minish was encouraged by the** January *Courier's* coverage of Dave Kimball's *Venerable Relic* to write that he and his wife, Helen, worked with Dave in Philadelphia from 1955 to 1959 when Art was stationed at Independence NHP and Helen was a temporary typist with the MARO historians.

**The Hungry Horse News of Columbia** Falls, MT, reported that Phillip Iverson (P.O. Box 1418, Columbia Falls, MT 59912) ran unopposed for a one-year term on the School District 6 Board of Trustees. Since retiring from Glacier NP's superintendency, he has been an active part of the community. He is currently a real estate appraiser for Morning Star Appraisal.

**Sue Edelstein-Spence, who left NPS in** 1983, is now a partner at a Denver real estate firm. She reports having been "successful beyond my wildest dreams" in the real estate market.

Sue met her husband, Bill Spence, in 1984 at the opera's opening night. They were married six months later. Bill, a seismologist at the National Earthquake Information Center, is involved in "very interesting research," says Sue.



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# COURIER



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Volume 35, Number 10

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## COVER

This month's cover photo, taken by Harpers Ferry Center photographer Ashton Graham, exemplifies some of the vigor and enthusiasm that goes into an HFC production. Although this "Spaniard" is not dressed in the typical clothing of the day, his enthusiasm makes up for the minor details. Other actors in San Juan NHS's soon-to-be released film come closer to the "real thing," as indicated by the photo spread which begins on page 9.



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## COLUMBUS' LEGACY

This month we observe Columbus Day, and I thought it a good time to focus attention on some of the many programs and efforts already begun in preparation for the Columbus Quincentennial. As we all learned as children, "In fourteen hundred and ninety-two, Columbus sailed the ocean blue." Thus, 1992 will be the 500th anniversary of Columbus' famous "discovery" voyage in which he and his crew landed on an island they named San Salvador and "discovered the New World." That event marked the beginning of Spanish exploration and colonization which continued well into the 18th century. In those three hundred years, the Spanish colonized or explored from Labrador to the Strait of Magellan on the Atlantic seaboard and from Chile to Alaska on the Pacific coast.

I am pleased to say that the National Park Service will be playing a major role in commemorating the Columbus Quincentennial. With little more than a year to go, much planning has occurred; much work is underway; and, as always, much still remains to be done! But we'll get there, and I'm confident that 1992 will be an interesting, exciting, and successful year in all our parks as we highlight this country's Spanish Colonial heritage.

Many national park system areas have a direct association with the Spanish presence in the "New World." Thirty-eight areas have been identified and designated as Spanish Colonial Heritage sites—these areas extend from Georgia (Fort Frederica, Cumberland Island) and Florida (Jean Lafitte, Gulf Islands) and across the continental United States through the Southwest (Pecos, El Morro, Tumacacori, and San Antonio Missions) to California (Cabrillo, Point Reyes, and Channel Islands). Also included are areas in the Virgin Islands and Puerto Rico, both of which were discovered by Columbus during his second voyage in 1493. I was surprised to learn that even parts of Alaska, including Sitka and Wrangell-St. Elias, were "discovered" and "claimed" by Spanish explorers between 1765-1792.

In these areas, and throughout the system, special events and programs will take place in 1992. But this is not just a commemoration or celebration. There is a story to tell that will focus on exploring the cross-cultural encounters and interactions which have characterized the history of the Americas over the last 500 years, and which have greatly influenced the character of our country as we know it today.

This story, though, has many sides in the telling. The role the Spanish played, while a part of our history, is not necessarily a cause for "celebration" for all. For Native Americans, Columbus' "discovery of the new world" might not be considered a particularly happy event, and the Quincentennial will not be a pleasant reminder of the way history has unfolded. Native Americans were already here, and were not well served or well treated in being "discovered" by the Europeans. Others will assert that all the "hoopla" is misplaced because North America already had been "discovered" by the Scandinavians, long before Columbus. Actually, a predominate theme in the Park Service is



the encounter between the many Indian cultures in the Americas and the Europeans.

In interpreting the Columbus Quincentennial and the role the Spanish have played in our history, we have the complex task of recognizing and dealing not only with *their* role, but *all* the dimensions and facets of our history. As always, we will be mindful of the whole story—recognizing all those who have played a part in this country's development and who have produced the truly unique and varied cultures we enjoy today in the United States.

To highlight our Quincentennial parks, the National Tour Association has produced a handsome folder and provided us with copies to be made available to park visitors. We were pleased to be able to work with them on this

project and appreciate their generous contribution. I'm sure it is but one of many cooperative efforts that will ensure the success of events throughout 1992. A few examples of some of the many events and efforts planned for 1992 include: Navajo-language slide programs and exhibits on Navajo/Spanish interaction for use in reservation schools at Canyon de Chelly; a re-creation of a 17th-century feast day at Salinas Pueblo Missions; education programs for Hispanic students at Biscayne; and demonstrations of adobe construction techniques by Mexican artisans at Big Bend.

An invaluable resource for the Service in its preparation for the Columbus Quincentennial has been the Spanish Colonial Research Center. The Center's established collection of maps, architectural plans, and sketches, which has been used in the creation of slide sets and interpretive materials for parks designated as Spanish Colonial Heritage sites, was expanded recently to include 2,500 additional maps, plans and sketches collected earlier this summer. Additionally, the Center has collected 65,000 pages of documents related to North America and specific national parks. These materials, many of which were painstakingly located and copied from extensive archival materials in Spain, are critical to ensuring that we provide the public a thorough and informative interpretive experience.

In the coming months, I'm sure you'll be hearing and learning more about the many efforts we have undertaken to get our sites in good order and the many programs we will be conducting to mark this occasion. In 1992, the National Park Service will have the special, once-in-a-lifetime opportunity with the 500th anniversary of Columbus' arrival in the New World to be a part of an event that will have worldwide dimensions. We will be an important player in bringing a rich and exciting story to both the American people and international visitors. It's a challenging and exciting prospect!

James M. Ridenour



## FROM THE EDITOR

Wasn't I surprised!

The responses to the June readership survey were not quite what I had expected. If anything, I suppose I imagined a greater mix of replies—some positive, some negative, but seasoned with thought throughout and fully supportive of the constructive effort that I believe each *Courier* issue represents. Though I may not have articulated it clearly to myself, I must have envisioned those who received the magazine as "gentle readers all," a good Victorian form of address assuming a sympathetic audience.

Obviously, I wasn't fully prepared for the reality, because some respondents may have been gentle but others certainly were not. Out of the 108 voices that I heard from, a fair number appeared to be disgruntled. Now bear in mind that 108 responses out of a print run of 13,000 represents less than a one-percent return. Still those 108 responses do say something. What follows are a few of the trends as I've evaluated them.

First, there were repetitive themes. One of the important ones was the request for recycled paper, and, as I've observed before, that is coming. The January 1991 issue will be printed on recycled paper stock. It simply has taken a bit of time to work out how to accomplish the details of this transition.

Another cause for disgruntlement was the theme issues. People who had no interest in a particular topic saw no reason to read the magazine. I can appreciate such a position, though I also have heard from others who find the theme issues to have useful application both to the work they do every day and to their outreach efforts among constituency groups. Indeed, some have gone so far as to purchase extra copies for distribution. There are few higher compliments.

From this editor's perspective, theme issues also have a very practical application. They make the job a little easier to do. When there is only one person to solicit articles, edit them, format them, and do the photo research, an issue consultant who can suggest possible authors and make initial contacts eases the editor's workload. Such a person also brings in new voices that might not otherwise be heard by the audience the *Courier* serves. And, most importantly, new voices offer new ways of interpreting old problems and approaches. Theme issues also provide an in-depth examination of information not otherwise available

in one place. For these reasons I remain pleased with what they can accomplish.

A corollary of this pronouncement against theme issues—which may represent as much as half but certainly not all of the issues published in any given year—was the general feeling that the magazine was the voice of the Washington office rather than the field. A glance at the author bylines for any issue says something different. Contributors come not only from the Washington office but from regions, parks, universities, and external groups that in one way or another are involved in the work the Park Service is mandated to do.

I did overlook one element of the magazine in developing the survey, however, and that element was The Director's Report. Fortunately readers were not as shortsighted as I. Many wrote to inform me of the interest they took in the director's column each month. I am sure that Director Ridenour will be pleased to know that the column has a regular following vocal enough to point out my oversight.

There were other comments too—on the style of the magazine, on its humanity or lack thereof, on its failure to deal with issues in a controversial way. But for all the strong words that were used, I found them to be only symptomatic of the problem, not the true root. The root reached deeper, reached to the core of some things that we all hope for as employees and that, depending on who we are, we get in different ways. What those 108 voices told me was that some portion of the reading public was expecting something from the *Courier* that they were not getting from the organization—possibly a sense of family support in the face of adversity, recognition that we were all in the same boat and rowing together.

Now that's a tall order for a magazine—to serve as a personal letter to friends when each of us should be picking up the pencil and doing our own writing, keeping those connections strong—but still it is something I will try to do more of in the months to come. I am planning more profiles of park people, more soliciting of park news. However, I hope that those with something to say will not wait for me to call but will take the initiative to communicate with me. Perhaps in this way a greater balance will be obtained between the presentation of issues, which I continue to believe need to be the true concern and passion of all employees, and the human element.

There was one other interesting trend that I might share. At one end of the bell curve, seasonals and younger employees seemed to appreciate the issue-orientation of the publication. At the other end, I heard much the same

thing from most of the NPS alumni who responded. The *Courier* helped to keep these groups informed of topics requiring Service attention. But in the middle of the curve, those who had reached mid to upper level positions and were responsible for a variety of land-management decisions expressed the least desire to read about NPS issues and took the least pleasure in the *Courier* as it now exists. What they wanted more of was knowledge of their colleagues. One remark speaks for itself: "Too much scientific bull and not information all employees are interested in."

The evaluation of a Forest Service employee who responded to the survey is weighted in the other direction. Although expressing embarrassment that the Forest Service publication was not the preferred #1 read, this employee observed, "So many other publications have an amateurish look. The *Courier* is very professional. You guys look like you know where you're going."

Of course, pleasing its audience is how magazines stay in business. Still, the idealist in me would like to think that NPS people who really care about each other find more personal ways than a Servicewide magazine to stay in touch, and that what the magazine most effectively offers is an attitude of caring that, albeit non-specific, projects a sensibility extending to all levels of the agency—to the human, the natural and the cultural resources alike.

For the most part, I imagine, I will continue to trust that those voices that did not respond to the survey are, at least in part, "gentle readers all." And I suspect that for the most part they are, because those generally pleased with something tend not to reply. Nevertheless, I do plan to accommodate the reality expressed by the survey responses a little more in the months ahead.

## LEARNING THE NPS A-B-C's

Dixie

Secondbaseman Joe Xavier hit a combined .233/1 HR for the Triple-A Denver Zephyrs (Milwaukee Brewers) and Double-A Greenville (SC) Braves during the 1990 season.

His chances of ever making the major league *show* now seem slim, but he did draw special trivia-addict attention. You see Joe would have been the first player in history with an X surname to make his way onto the





Baseball Encyclopedia roster. All it would have taken was one meaningless, end-of-the-season At Bat, but the parent Atlanta Braves never brought Joe up. Boooo! No sense of theater.

Such alphabet games are always interesting, and so your *Jeopardy* answer for today is "Q, U, F, X and J." Take 20 seconds, then read on. The correct question is: Which of our 26 letters have no national park system representative of the 50 biggies? Poor X. It always gets shortchanged in these matters.

F is verry close to not being on the list. If Kenai Fjords were changed to the more classical Fjords of Kenai we'd be down to only four outsiders. But we've got plenty of forts and forests—not to slight Fire Island, Fossil Butte and some others. Our Canadian friends have tide king Fundy and the cliffs of the Gaspé Peninsula's Forillon, each a national park. So shed no tears for F:

J comes nearly as close. Joshua Tree NMonument is larger than many national parks, and there is the great Jasper NP in the Canadian Rockies. The tenth letter also can boast Jewel Cave, Johnstown Flood and a host of John lived-in places.

U is not as cosmopolitan. Aside from the Upper Delaware River there isn't much to latch on to. Ute must go to the National Forests to find Uncompahgre, Uwharrie, Umatilla and Umpqua.

Q has some place names within parks, like Olympic's Quinault Lake or Sequoia's Quinn Peak. But in reference to our parks, maybe we should just settle for it standing for "quintessential quiet" and "quality."

X of course, gets zip. I haven't had the research dexterity to go through each park's

grid-map. If you know of a canyon or stream or mountain with a name beginning with X, write me at the North Atlantic Region and we'll make a Top Ten List by place size.

#### Gee Whiz

Those were the unfortunate *have-nots*. On the other side, since all of our parks are great, grand and some even glaciated, more than a few are named that way. The *have* letters are led by G (8), with C coming in second (5).

I think the oddest coincidence in this alphabet soup is the fact that the three Washington State parks are alphabetically consecutive: Mount Rainier (1899), North Cascades (1968) and Olympic (1938). Utah, meanwhile, spans our 26 little wordmakers with Arches, Bryce, Canyonlands, Capitol Reef and our much needed Z, Zion.

Enough. Consider yourself primed for the latest pipedream for a commercially sponsored piece of merchandise—the official National Park Service 75th Anniversary A-B-C Reader and Coloring Book. (Do I have to keep coming up with all the most sensible ideas for this gig?) Think of how many birds' nests we could feather with this item. Everyone's complaining about kids' reading habits and lack of geographical knowledge. Since this is the Environmental Decade, what better product to peddle? An educational *trifecta*—then they get to color in those red rocks, green trees and blue lakes. Color this potentially profitable, and a terrific way to introduce NPS concepts to a new generation.

Because of the three-month Franklin Lane biography I was unable to place in nomination for Letter-of-the-Year one that we received in

February. Actually it wasn't the written note but the stamps that make this a winner. A simple request for information by a West Hempstead, NY, couple was sent with postage that included Migratory Bird Treaty (5 cents, 1966), National Park Service (5 cents, 1966) and Everglades National Park (3 cents, 1947), plus a regular 2-center. Such a classic naturally received special attention.

Contestants for the Prose-of-the-Year will be hard pressed to top what was penned by an 11-year-old Texan in an August letter to us: "As a young female I often get the urge to travel..." Watch out for her in 10 years!

#### Who Needs Enemies?

Sometimes it only takes a few minutes to realize what a disastrous day you are going to have. Such was the case on Monday, July 16, when by 9:05 a.m. it was clear what was "going down" and how it would take this office with it.

In the Boston *Globe* that morning was the daily "Ask the Globe" informational column. Though the reader's question in point had nothing whatever to do with us, the column writer shoved our name into the answer as an afterthought, accompanied with not half-baked, but completely baked info and an incorrect phone number. No one from the *Globe* called us to verify anything.

Before the day ended we had taken 122 phone calls on the same subject—what is and how does one get a Golden Age Pass? By 4 p.m. I could hardly mouth the words to explain the process. We did complain to the *Globe* and yakked at length with them about the CORRECTION they would print the next day. The only person who had a worse eight hours was the poor lady at a law office whose phone number the *Globe* printed as ours.

Tuesday's 100-word correction helped cut the number of calls in half each day as the week progressed, but many people only saw Monday's item. Because of inaccurate second and third-ear hearsay, the calls keep coming in.

This episode proved one thing to my cynical satisfaction. Previously most of these folks had little or no contact with national parks and no idea of what to do with the pass. They knew it was *free* and from the *government* and, by golly, they were entitled to one. When requesters, eligible for the Golden Age Pass for many years, call up without any understanding of it, you know they've never been to nor will they probably *ever* go to a national park.

But hey, they'll have a pass!

## ANNOUNCEMENTS

**NOTE TO READERS:** The editor of the *Courier* and the Office of Public Affairs regret the publication delay and all other problems associated with the production of the September and October issues of the newsmagazine. Our printing contractor has declared bankruptcy, disrupting our printing schedule. We hope to resume our regular schedule soon.

The George Wright Society and the National Park Service are sponsoring the *Sixth Conference on Research and Resource Management in the National Parks and Equivalent Reserves*, to be held November 12-17 in El Paso, TX. The conference will include a Directors' Panel on managing threats; sessions on global impacts, using GIS in parks, reconciling preservation and human activity, and other topics. Field trips and walking tours of area parks are planned. For more information contact The George Wright Society, P.O. Box 65, Hancock, MI 49930 or call 906/487-9722.

## OOPS!



Mid-Atlantic Regional Director Jim Coleman's name was omitted from the interview of him in the August *Courier* on related lands. Jim's contributions to addressing related lands issues are significant. He has made developing related lands strategies one of his top priorities, committing staffing and funding to all of the Mid-Atlantic Region's efforts. Jim deserves the Service's recognition for his leadership in this area.



In another unfortunate oversight, the photo of Voyageurs NP contractor Leon Watrous dropped out of the July *Courier*. That photo is above, picturing (l to r) Asst. Superintendent Dick Frost, Construction Foreman Steve Maass, Roads & Trails Foreman Leigh Evans, Administrative Officer Dottie Anderson, and Superintendent Ben Clary as Leon admires his cake.

## LETTER

We would like to share our love and aloha to all of you in behalf of our son, Samuel III. It was exactly a year ago on July 23, 1989, that Sam III was diagnosed with T-cell lymphoblastic lymphoma. This is a type of cancer that affects the immune system and, if left untreated, goes into the central nervous system, affecting the brain and spine. Sam's tumor was located in his chest cavity, covering at least 3/4 of the area, and later pushed up to the right side of his neck, causing a lump the size of a softball. A biopsy was done at Kapiolani Medical Center on Oahu that proved the tumor to be cancerous. Our doctor told us the cancer was curable but Sam III would need aggressive radiation and chemotherapy. Treatment began five hours after surgery in the pediatric intensive care unit. Dr. Wilkinson gave Sam his first chemotherapy. Two hours after getting his chemotherapy, Sam was transported by ambulance to Queen's Medical Center for radiation. Radiation treatment was for five days.

Sam is done with radiation, but still needs chemotherapy. According to Dr. Wilkinson,



Sam's protocol (roadmap) will take at least two years. After his two years, Sam will have periodic check-ups, and after five years of no relapse, he is cured.

One year has gone by. Sam is still in remission as of October 1989. He is doing really well. Part of Sam's remarkable recovery is due to friends like you. Because of your generosity we have come far in our efforts to have a healthy son again. We would like to thank all of you from the bottom of our hearts. God bless you all. Mahalo Nui Loa.

Samuel K. Kahookaulana and Family  
Hawaii Volcanoes NP



# THE IMAGES STILL WORK 500 YEARS LATER



Harpers Ferry Center Curator Bill Brown gazed out of his Norfolk hotel window, positioning his binoculars on the harbor. He found the horizon line obscured by the enormous aircraft carriers typical of modern ports near military bases. Brown was waiting for HFC film director Brian Jones, due in that evening with one of three Colonial-style sailing vessels about to be transformed into Spanish ships from the Age of Exploration. In what might have been a scene from one of the old *Twilight Zone* scripts, Roanoke's Elizabeth II chose that moment to sail into view from behind the broad expanse of a carrier. "It looked like a rowboat out there," Brown laughs, recollecting a moment that may well be the quintessential symbol of how far we have come since Europeans first advanced on the New World.

Jones and Brown speak more about images than they do about symbols. "I don't know anybody that's created these images any better. We went to a lot of effort but, quite honestly, we got a lot of image for our money," Brown observes in retrospect, studying video footage of the Norfolk shoot in one of the darkened editing rooms at Harpers Ferry Center. Weeks after that first shoot, Jones has selected images from miles of footage and set them to music from the HFC music library. The video is intended to speak well of the filming and to whet the appetites of prospective contributors to a San Juan project that, when



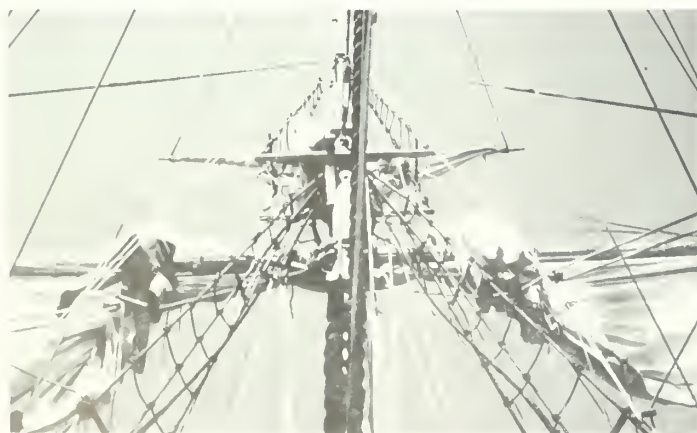
completed next year, also will serve the interpretive needs of other park areas commemorating the Columbus Quincentennial.

The footage does indeed speak well of the work that has been done to date. It depicts small vessels on vast seas and men armed physically, emotionally and spiritually against the unknown. Sails marked with the telltale cruciform lines typical of the Spanish empire unfurl against skies that are overcast as well as skies whose robin's blue testifies to fine weather. The robes of a Dominican catch the wind as holy water beads out across voyagers gathered in the ship's hold. The inscrutable face of a black sailor says as much or more about the subtleties and complexities of these travels of discovery as do the crossbows in the hands of the first Spaniards filmed touching shore.

Images, every one of them, as the filmmakers would define images, and yet they are symbols too—shortcuts that attempt to teach us what it might have felt like to step inside the armor of a Spaniard and gaze out at our old world when it was new. Creating these images that have the potential to become symbols—to stand in memory for larger experiences—is the art of the film-



maker, which, as Brian Jones explains, is determined, certainly in the Park Service, by the kind of project under development and the park it is being developed for. A film like the one he also is directing for Canyon de Chelly calls for a small, tight story confined to the natural boundaries created for the early Navajo by the canyon walls. The Quincentennial project, on the other hand, emphasizes the vastness and the longevity of the Spanish empire. It will trace the 300-year history of the largest empire ever to exist, one that, as Jones points out, was larger even than the empire established by Rome. What Jones and Brown hope to depict is a generic (read *symbolic*) experience for viewers. Depending on the budget, Jones hopes to show the conquistadors in the various New World settings they first explored—in desert, prairie, swamp and rainforest environments.



"The film should give viewers a sense of the progression of the Spanish empire," he observes. "The story begins with the creation of the atmosphere for expansion in Spain and continues on till the end of the empire —basically the first half of the 19th century when the countries in South America split off and became independent countries. We'll have an ending that talks about the continuing presence of the Hispanic culture and language, but we won't tell the whole story of these revolutions."

The Quincentennial project was fueled by the need at San Juan for a film that explained the existence of the forts. According to Jones, "One of the things we decided in looking at the interpretive plan was that to understand the forts in Puerto Rico you have to have a broader picture of the Spanish Empire. To just look at the forts themselves, which is what the existing film does, fails to explain why these huge structures were build on such little islands. We needed a film that would show the broader aspects of the expansion."

The concept fit in with the interpretive prospectus as well as emerging plans for the Service's Quincentennial celebration. Add in the fact that approximately 35 parks have clearly defined Spanish themes and others have visitors asking questions about the Spanish presence in the New World, and the timing seemed right for this latest Harpers Ferry project. The importance of the Spanish influence and HFC's effort to call it to the attention of park audiences was further underlined by an interesting comparison Bill Brown uncovered while researching the film. According to Brown, prior to 1490, all the known gold in the known world could have been melted down to form a gold block six feet square; by 1550, Spain alone could have made a gold block nine feet square. For Brown, this said something





significant about the Spanish empire.

Perhaps it is only another symbol—the Spanish search for gold that gave us Ponce de Leon, Diego de Vargas, De Soto, Cortez and the other conquistadors that may represent at some deep level the frustrations of our own unfilled desires—but it is certainly an important element of the Age of Exploration. And although Brian Jones indicates that the film will attempt to help visitors perceive history in the light of this and other Quinecentennial-related concepts, he insists that how they integrate them into their perceptions of today's environment is not what the film is after. "Part of the visitors' view, of course, is developed from

the way the park uses the film. I think that, like most things, the film is a tool, that it shouldn't just stand on its own, that a park should use it and integrate it into what staff are talking about or what's happening at the park."

Another part of the Quinecentennial story is the Native American contribution. That too, Jones observes, is important to the story: "I'd like to say it's a commemoration rather than a celebration, because they have a good point that it wasn't so exciting for them...I don't think we're going to whitewash it either way. My idea is just to tell the story as clearly as we can, to set it in context so that viewers understand this was simply the attitude of the time."

About that attitude, Brown suggests, "You figure the Church gave these men absolution for any sin they might commit. In that kind of framework, it's probably a very settling thing on one's mind. Literally you can do anything and you're covered."

Not so filmmakers. Says Jones, "Basically what we're trying to do is give a quick overview of the Spanish empire and not try to argue the morality of the Indians versus the Spaniards."

The first shoot of the Quinecentennial project was completed in three days this summer. Sites in the Norfolk area helped create a generic vision of Spanish sailing vessels and the typical configuration of a Spanish landing. Another shoot tentatively scheduled for the beginning of December will recreate aspects of the Spanish experience in the Florida swamplands and the Puerto Rican rainforest. Brian Jones summarized some ideas under consideration: "We're going to shoot in Ponce de Leon's house, then record some rainforest scenes. We'll also shoot some footage of the forts. We've been talking about how to present the Catholic Church, which is a touchy subject but obviously one we're going to have to deal with. So we'll probably shoot in a cathedral also. We'll stop in St. Augustine after that. There's a fellow there who says he has 300 guys he can bring





out. We can sure use those kinds of numbers."

"Those kinds of numbers" are the stock-and-trade of films with larger budgets than Jones has to work with, but getting around such needs without diminishing the capability to create memorable images is the real challenge of filmmaking. It's what sweetens every retelling of how certain scenes were achieved. Jones somewhat wistfully recollects his desire to use a special lens that would have softened the film, giving it the look a viewer might expect from a Ridley Scott film. "We found out that the lens was huge, as huge as the camera, and wasn't practical for what we wanted to do. It also would have cost a thousand dollars a day to use."

"The real problem," jokes Brown, "is they spent \$64 million on *Batman*. With that kind of money we could have done a *really* good job on this project."

"At least we'd like to try," Jones agrees. A bigger budget would have allowed him to achieve more of the look he'd envisioned. "I'd like to have been able to have had more days so that I could have waited and said 'well, today there's just not enough wind'...But we just had three days and that was all we could afford. We also could have liked to paint the ships the way we wanted. The paint scheme is essentially English. If we'd had the money we could have had them painted with more traditionally Spanish colors."

Nevertheless, the serendipity that allows filmmakers to come up with creative ways to achieve the image they desire operated time after time during this shoot as it has on so many others. To put crosses on the sails, an element critical to the Spanish conversion of the English-style vessels they had to work with, would have cost far more money than they could have budgeted. Bill Brown explained how they achieved the look they wanted: "Brian had gathered graphics of Spanish ships. They had flags and pennants all over them. We wanted to do that, plus we wanted to put up the Castilian flags. But the main thing was to get those crosses on the sails and we obviously couldn't afford to buy sails for three ships. We were lucky. We had this fellow who was a really good set designer. He came up with the idea of using tape—actually it's like gaffer's tape—on the sails."

The authentic appearance of the actors came from a combination of factors. Brian Jones and Bill Brown went to various reenactment activities where they videotaped people they thought would look at home in the garb of militia men. Using individuals already familiar with the correct way to hold a sword or a firearm cut down on the training required before Jones felt they looked convincing. Nevertheless, Brown recalls a few ups and downs to this process.

"We went down to Norfolk to get Spanish-speaking actors and this one guy walked in, a real intense looking person, obviously quite fit. Turns out he did something in Teenage Mutant Ninja Turtles. Well, he had these intense eyes and Brian said 'I can really see him in one of those helmets.' So we put him in a three-quarter suit of armor, and he was the one who got exhausted. One of the other actors was wearing essentially the same thing and he didn't have any problems."

Brown attributes the visual impact of the film to the fact that "the people playing sailors are sailors and the priest is a priest...Everyone was doing what they do well and they all felt

comfortable." The Dominican priest actually got so caught up in the enthusiasm for authenticity that he shaved the hair at the back of his head, in keeping with the order of the time. Some of the costumes used in the film already belonged to the actors. They were simply augmented by objects that enhanced the period-look Jones was after. Others were ordered from London.

Much of the armor used on the sets was the work of Luther Sowers whose North Carolina workshop already had produced three suits of armor owned by the Park Service and used at sites like Fort Raleigh NHS. Sowers also loaned armor to the Service for use in the film. So Jones was able to put real armor on his actors. This made a difference, as Brown explained, because the fiberglass versions available in England had a different look on the screen. "There's a quality about real armor, the way the light bounces off it, that's incredibly distinctive."

And what account of imagemaking on the open seas would be complete without a story about a knarled, gritty sea captain? Jones and Brown had such a tale to share from their recollections of the Norfolk shoot. Their sea captain was a tugboat operator who had maneuvered the ships, *Elizabeth*, *Godspeed*, and *Dove*, in the past and whom all the other sea captains knew. Brown described the man as someone who looked like he'd been cast by Hollywood. Jones remembered his earring: "It was the quick-release kind, made from his wedding ring. When he got a divorce he had it made into a quick release earring."

In appearance and ability, the man was, without a doubt, the best candidate for the job. Jones recollected, "These boats are delicate. You can't push them around. Just a couple of weeks before we got *Elizabeth*, they had been moved around by another tug that cracked one of their ribs; so that's why we got this guy."

And what about those thrill-seekers' shots, the difficult-to-get, yet exquisite camera angles that are the signature of films to which viewers return again and again? There were certainly some of those, filmed by Tom Gray and Steve Ruth, the two cameramen for the project. One memorable sequence of unfurling sails, obviously photographed from a position high up in rigging, brings to mind the inevitable question: Did the director climb up first to determine the precise angle he wanted for the shot?

"Well, you see, I have this bad shoulder..."

Brian Jones grins. Then it's off onto another story about the quirks of circumstance that make a film what it is—about how an image comes to be projected a certain way. But by now his listeners know that images are simply a filmmaker's way of creating symbols, and that, ultimately, it is through these symbols that he helps his audiences come to terms with what is known about our world.





# WHY TAKE A TRIP TO BOUNTIFUL – WON'T ANAHEIM DO?

## PERCEPTION AND MANIPULATION OF THE HISTORIC PAST.

In a recent movie, *The Trip to Bountiful*, an old woman, Mrs. Carrie Watts, is determined to visit the place where she grew up near Bountiful, Texas. Her indifferent son and daughter-in-law repeatedly prevent her going there, claiming that she is not well enough to make the trip. But Mrs. Watts finally escapes on a bus. Then, through the kindness of the local sheriff, she is driven to her old home, a now-abandoned farmstead. To Mrs. Watts, the visit is deeply rewarding. She sees for one last time the place where she lived.

Now suppose the sheriff had not taken her there, but rather had said, "Sorry, Mrs. Watts, I'm going in the opposite direction. I'll be glad to take you to this other farm about ten miles away. It looks a lot like the one where you grew up, and I think you'll like it just as well. Why, the house has even been refurnished with period pieces, and there are costumed interpreters to tell you what it was like in olden days. That should do it, shouldn't it?"

*The Trip to Bountiful* deals with the profound meaning a place can have for an individual. If Mrs. Watts had been taken to another farm, she certainly would have been disappointed. She had intense personal associations with her home place, and nowhere else would satisfy her.

Many individuals have strong attachments to special places connected with their personal past. We each have our own Bountifuls. Ordinarily such places do not qualify as historic. Because they are tied to personal memories they are likely to be relegated to the category of family history. Other places, however, have significance for more than one person or family. Over time they attain value for many people and become historic, widely recognized as a meaningful part of the past.

Part of the process of history is the constant necessity to look back at what has happened. Such remembrance may also focus on a particular place. *The Trip to Bountiful* explored Mrs. Watts' compulsion to look back at her childhood and visit a cherished site in her personal history. On a broader human scale, for some events the looking back may occur repeatedly and assume a significance of its own. Recalling the Battle of the Little Bighorn, for example, has become unusually meaningful, with ongoing commemoration and preservation at Custer Battlefield, and a lasting, widespread public interest in that historic episode. The focus of this looking back is the site, the battlefield itself, a Bountiful for Custer buffs worldwide.

Although a historic event itself is of primary importance, the place where it happened assumes significance through



"*The Trip to Bountiful*," a film about the importance of place, depicts an old woman determined to visit the farm where she grew up.

association, by having been the stage on which history occurred. People involved in a historic event move on, but the site remains, its importance elevated above the ordinary. Around it develops a commemorative history, usually set apart from the main flow of daily life.

**THE CADENCE OF HISTORY.** In looking back, it appears that each locality develops a body of history at its own cadence, slowly or rapidly, until we perceive sites as "historic." To begin with, most areas have experienced a span of prehistory, which we ordinarily see as having proceeded in slow, rhythmic patterns that included subsistence activities, trade, migration, and architecture and art. This modern perception results from having only limited access to the specifics of life in prehistoric societies.

With the beginning of the historic era, however, the cadence of history appears to accelerate as the written word fills periods of time with detail and nuance, highlighting even individual people and events. But the cadence is varied and erratic. Most localities develop gradually, as farms, communities and cities evolve through the yearly minutiae of events toward contemporary times—all told, an often thin wash of history. This steady pace suddenly changes when the rush of significant events fills a time and place with history of greater scope and magnitude than that of ordinary life. Vivid details, amassed and concentrated, seem to accelerate the cadence of history, intensifying and crowding an era with historic action and fact.

In the United States, perhaps the most widespread phenomenon to accelerate the cadence of history was the frontier movement. Explorers and pioneers arrived with a burst of significant activity. This first contact was a major threshold, a time crowded with events deemed to be of historical importance. Those who led the way—exploring, settling, and establishing communities—became heroes of a mythic, golden era, their stories told and retold and their deeds celebrated. But as the excitement of the threshold era subsided, those who followed could not compete with the conquering pioneers for a place in history.



**T**he deification of a martyred president: at the site where Abraham Lincoln was born, in Kentucky, the birthplace cabin is enshrined in a granite and marble temple—but the cabin is of doubtful authenticity.



The American Revolution touched areas in a similar way, as did the Civil War. Localities such as Lexington and Yorktown, and later Vicksburg and Gettysburg—long steeped in a steady, conventional history—suddenly experienced violent and disruptive warfare of far-reaching consequence. At these places the cadence of history intensified dramatically, awash in military incident. Details of these battles have been microscopically studied, reverently recounted, and even reenacted.

For many localities the frontier era, the Revolution, the Civil War, or perhaps some combination of these, still form the principal anchor to the past, the keystone to a community's identity. The different communities returned to their own steady pace of history, but the remembrance of the outstanding historic events has remained strong, and the places associated with them stand apart.

In most places a pattern of history and associated sites emerges that reflects a gradual, generally uneventful past, punctuated with a few prominent events. Folklorists and anthropologists are not likely to be so interested in the conspicuous seams of this historic cloth. Such scholars, along with historians of everyday life, would probably find the seams interesting, but they would more closely examine the cloth's weaving and its overall pattern. Of more popular interest, however, are the seams—the salient aspects of history.

#### PERCEPTION AND TREATMENT OF HISTORIC SITES.

Whether slowly or suddenly, a historic site emerges from the commonplace, assuming values beyond mere landscape or real estate. A transition occurs. Historical qualities are perceived, causing changes in attitudes toward a site.

Our perception of history, however, is like the view through a broken camera lens: images of the past are blurred, and never can be brought perfectly into focus. Moreover, one group after another abandons objectivity. Whether we think of a site as merely historic or as hallowed ground, our perception is likely to be influenced by factors such as ethnocentricity, nationalism, localism, or filiopietism. Hallowedness is, in fact, in the eye of the beholder, and perceptions of historical significance or hallowedness are often very personal, such as feelings about a family gravesite, or, for Mrs. Watts, memories of the farm near Bountiful.

Also, our attitudes toward sites change over time. Abraham Lincoln's birthplace, near Hodgenville, Kentucky, consists of a small log cabin enclosed by a granite and marble, Greek-style

temple built in the early twentieth century. Supposedly, parts of the cabin are authentic survivors from the time of Lincoln's birth, although this is in serious doubt. Patriotic Americans who believed the site was sacred erected this temple to Father Abraham, the revered emancipator. Today, however, this site's hallowedness is limited, if indeed it exists at all. The temple and cabin have become more a curiosity than a shrine because our attitudes are different. Today's generation likely would not construct anything so explicit as a temple at the birthplace of Abraham Lincoln, because to us, he is no longer Father Abraham.

The history of the Texas School Book Depository Building, used by Lee Harvey Oswald during the assassination of President John F. Kennedy, also reflects how our shifting perceptions can affect a site's ongoing history. After the assassination, serious proposals were made to demolish the Depository Building to remove its objectionable and tragically symbolic presence. The building remained standing, although various groups opposed its nomination to the National Register of Historic Places. Eventually the structure was entered on the National Register, but only as part of a large historic warehouse district representing local business and economic history. The National Register nomination mentions Kennedy's assassination only incidentally. Now, long after the president's murder, the depository houses part of the Dallas County court system, an adaptive use that has enabled the building to be preserved. Furthermore, a local historical foundation has opened an exhibit on the sixth floor, where the fatal shots were fired.

With the assassination, the Texas School Book Depository Building emerged instantaneously as the principal feature in the historic landscape of Dallas. The building survived to be accepted as worthy of preservation and interpretation to the public. The focus of the exhibit is clearly on the assassination, while the historic warehouse district is a negligible aside. Changing perceptions have affected the depository building's treatment and thus its ongoing history.

When our perception of historical significance starts to influence our treatment of a site, historic preservation begins. The rules change: the past becomes the primary point of reference. An earlier time and an earlier use or activity assume importance in determining present-day treatment of a place. Those in charge merely may think twice before bulldozing a site. Or, past events may be perceived as so deeply meaningful that the places where they occurred cannot be ignored. People may invoke elaborate commemorative rituals, including acts of preservation and interpretation, to confirm the importance of a moment in the past and to perpetuate its memory. In effect, they may look back at Bountiful, and return again and again to seek satisfaction and understanding.

**MANIPULATION OF HISTORIC SITES: THE ROAD TO ANAHEIM.** As perceptions of history change, so do the places where history occurred. They undergo physical changes throughout their existence. Preservation does not halt this change. Rather it directs the change toward a special purpose—maintaining or recapturing a particular historic appearance. However, succeeding generations may manage a site with different "historic" appearances in mind—sometimes based solely upon whim or personal taste, or perhaps to make it look "nicer." If so, a





**T**he Texas School Book Depository Building in Dallas, TX, on the afternoon of November 22, 1963, shortly after the assassination of President John F. Kennedy: an ordinary urban setting suddenly becomes infamous—then is perceived as historic.

historic site's appearance may fluctuate dramatically over time.

In an effort to give a site a public face reflecting a desired image of the past, we sometimes manipulate a site extensively rather than strictly preserving the historic remnants and allowing them to speak for themselves. A historic place may become completely contrived, even to the point of having all historic material removed, including that beneath the ground, in order to place a replica where the original once stood.

At Bent's Old Fort, a frontier post in southeastern Colorado, the original foundations, which were the only structural remnants from the historic era, were dug up and replaced by a new "historic" fort completed in 1976 at a cost of several million dollars. The modern building is furnished with period pieces and reproductions, and costumed interpreters explain to visitors what the fort supposedly was like when the Bents were there. The total reconstruction of Bent's Old Fort is a form of historical *representation*, not preservation. Only the terrain itself, upon which rests a make-believe historic structure, has genuine ties to the historic past—a kind of latitudinal and longitudinal matter, the place where it happened. The fort, to some degree, may reflect the past, but it is not *of* the past.

As a rule, the greater the intervention at historic places, the greater the manipulation. And the greater the manipulation, the greater the contrivance. As we stray from strict preservation, we come nearer to pure entertainment, and, ultimately, to the land of the imaginary: we take the bus to Anaheim, and not to Bountiful.

**ANAHEIM: SIC TRANSIT GLORIA.** Because *preservation* can involve anything from daily maintenance to extensive manipulation and contrivance, why is preserving original historic material important? Why not rebuild vanished historic forts and imply they are no different from the originals? Does it make any difference? Why not go with the sheriff to the *other* farm near Bountiful, and take little Smedley and his friends to watch candlemaking and feed tame deer?

If historic preservation, as it differs from mere representation, is a valid pursuit, then the original historic material does matter because it has acquired genuine historical values, irreplaceable qualities that cannot be legitimately transferred.

Consider this at a personal level with, for example, pieces of furniture and the meanings they hold for individuals. A cabinet-maker might build a dining table for you in period style. The table might look as if it had been built in the 1890s and kept in good condition, but in fact the table is new. It is not a true survivor from the nineteenth century.

On the other hand, you might purchase an antique dining table. This table is a product of the artisan who built it and generations who used and cared for it. However, this antique is a survivor of an anonymous past. You do not know who owned it over time. The table conveys a true feeling of the past, but it is mute as to specific associations.

Finally, you might have inherited your great-grandparents' dining table. They had it made when they married in the 1890s and kept it all of their lives. Each succeeding generation has owned it, used it, cared for it, and passed it on to the next generation. You knew this piece as a child when you were growing up. First it belonged to your grandparents, then to your parents, and now to you. This table does not have an anonymous past; rather it is part of your own past. The table's associations are specific and meaningful, and, in this regard, it is irreplaceable. If it were somehow destroyed, an artisan could make an exact replica, or perhaps you could find a similar piece from the 1890s. But something would be missing. No other table would convey the same deep values; no other would possess the *final qualification* of being the original piece.

This example using personal values also has validity for objects of national value. The original Rising Sun chair, used in 1787 by George Washington during the Constitutional Convention in Independence Hall, is on exhibit in the Assembly Room where the Constitution was written. The chair is the only piece of furniture unquestionably documented to have been in Independence Hall at the time of the convention. Visitors to the Assembly Room are told the chair is original and that it was used by Washington. The Rising Sun chair then takes on extraordinary qualities that the period pieces and reproductions in that room do not, and cannot legitimately possess. The chair is perceived, valued, cared for and presented in a very special way. It is different—it was there.

Ultimately, though, preservation is a losing battle, because with time everything decays. A scientist once remarked that, in spite of all we do, historic things do not last forever, so why worry with them. In response though, neither will the Yosemite Valley last forever, so it's all a question of perspective. Besides, historic preservation is like the work of morticians: preserving the body only for the duration, until it no longer matters. But for the time being, it does matter.



*Dick Sellars is an environmental historian with the Southwest Regional Office. He is preparing a history of natural resource management in the national park system. This article appeared in Landscape, Spring 1990, and is reprinted with permission of the editors.*

# RANGERS BRING HISTORY TO LIFE AT INDEPENDENCE NHP



## URBAN RANGERS OF INDEPENDENCE NHP

Bill Kashatus, portraying a colonial, yells his support from the crowd gathered during the 214th commemorative reading of the Declaration of Independence on the square behind Independence Hall (AP laser photo.) Maria Schaller (top photo) and Mark Newton (middle) speak with visitors in Congress Hall, Independence NHP. Jeannie Andress greets visitors beginning their tour of Independence Hall. Left, Bob Hansen and Joy Pietschmann give a talk at the Liberty Bell.





During the summer of 1776 John Adams reminded the Second Continental Congress that, *There are only two creatures of value on the face of the earth: those with commitment and those who require the commitment of others.* More than two hundred years later his words still echo in the chamber where a Declaration of independence from Great Britain was adopted. They are recalled, daily, by a group of people who hold a passionate commitment to the interpretation and preservation of the sites where our nation's history began, the rangers of Independence NHP.

Since 1951, the National Park Service has maintained and staffed the red-brick buildings, cobbled pathways and well tended gardens covering more than eight Philadelphia blocks. Currently 68 rangers, all from a variety of backgrounds, serve as interpreters. Under the supervision of Kathleen Dilonardo, chief of interpretation and visitor services, they are part of a much larger staff of 175 NPS employees that include administrators, protection officers and maintenance.

Not all of the interpreters are permanently employed by the Park Service either. In fact, half of them are seasonals—some of them school teachers, college and graduate students. Regardless of their backgrounds, they share the common goal of making history come to life for the thousands who visit the park each year.

The responsibility of an urban park ranger is a challenging one. The ranger is charged with preserving the historical integrity and safety of sites within the jurisdiction of the park—no easy task when you consider that a single ranger comes into contact with hundreds of visitors daily and that those crowds can become awfully demanding, particularly in the 90-degree heat of a Philadelphia summer. The ranger also must learn to separate myth from truth when it pertains to our nation's early history, and to do so without offending visitors. If you can handle the challenge, the experience at Independence can be tremendously rewarding. After all, few people will ever have the opportunity to capture a moment in history and bring it to life for visitors who travel from all parts of this country; or have the satisfaction of knowing that their efforts can make a difference in the way a foreign visitor perceives the United States. In these ways a park ranger fulfills the awesome responsibility of serving his country.

During the last six summers I have volunteered, written history or interpreted for the National Park Service. This summer I was one of twelve school teachers on staff at the park, and, like my colleagues, I have a tendency to turn Independence Hall into a living history classroom. Class begins in the East Wing building where the visitors are oriented for a thirty-minute tour of the Hall. When I take my place at the front of the room the talking turns into barely audible murmurs.

"Good afternoon. On behalf of the National Park Service, I would like to welcome you to Independence National Historical Park..."

A hushed silence, a few smiles—I have captured their attention but I want something more; I want to capture their imaginations also.

"Today I want one thing to happen for each and every one of you in this room. I want the history of Independence Hall to come to life."

Quizzical looks from some, giggles from others. One young girl spontaneously remarks, "Uh-oh, this guy must be a teacher!" I remind the group that common people, much like any of us, shaped the history that occurred in Independence Hall—thus, the theme of my tour. The goal here is to inspire curiosity without compromising the essential truths of history.

This is the goal for any interpreter—or any good history teacher for that matter—and it has taken me six summers to learn how to reach it effectively. But I have had some good role models. One of them, Richard Dyer, another summer seasonal ranger who teaches high school, began interpreting history at Independence in 1959, the year I was born! He is an expert at shaping the imaginations of his visitors since he began his interpretive career when the park's buildings were being transformed into the historically accurate restorations we know today. Dyer recalls that "in the 1960s the restoration of the buildings went on as you walked the visitors through them." Under those circumstances, the ranger not only had to discuss the "emotional issues of the Revolution and the history of that time period but also what was going on from an architectural and physical standpoint."

Today the park is divided into four interpretive districts, each one employing a staff of 12-20 interpreters. The rangers are expected to master the history of the sites that compose their particular district. Dyer believes these changes improved the quality of interpretation at the park. He claims that he is "always learning new ideas and strategies from his fellow rangers" and that with the greater emphasis on historical research in the park he has "grown in the story that [he] shares with the visitors." Not surprisingly, the younger rangers view Dyer as a "walking encyclopedia" and often turn to him for advice. Perhaps the greatest testimony to his abilities as a "teacher-interpreter" is the fact that two of his former students have followed in his footsteps as park rangers.

My tour group enters Independence Hall through the front door and gathers in the courtroom in the west end of the building. Children crowd the wooden gate that separates the public standing area from the period furnishings. They have been cautioned about the danger of getting their knees caught between the long spindles that hold the gate in place, and yet I can see a half dozen youthful knees pointing at me through that gate as I assume my position on the other side. The home video cameras begin to roll...

"On July 8, 1776, Pennsylvanians no longer believed that the king respected their legal rights. On that day, after a public reading of the Declaration of Independence out on the square, a group of common people calling themselves the 'Associators' stormed into this court room and tore down the king's arms which hung above the judges' bench. They proceeded to carry it out to the commons where they destroyed it. With these actions the colonists had committed treason!"

An elderly man wearing an American Legion cap flinches in disbelief. He finds it hard to view the founding fathers as a group of political dissidents. Nevertheless, I believe it is necessary to give a balanced view of the Revolution, to help visitors understand the British perspective in that conflict. According to that

## Curt and Peggie Gaul behind Independence Hall.

view the colonists were Englishmen who enjoyed a prosperous livelihood and one that was protected under the English Constitution. Their refusal to pay taxes and their destruction of British property hardly qualified them for the status of heroes.

It is time to move across the hall into the Assembly room. As I gather the group together I notice that one of my visitors, a young boy, has managed to get his knee caught in the gate. He is crying, more out of embarrassment than pain. I reassure him that this situation is not an uncommon one and not to panic. I notice that another ranger, John Dubois, is stationed at the front door, controlling the flow of traffic through the building. He is also an expert at freeing children from the gates. Since my immediate responsibility is to continue the tour, I leave the child and his mother in John's capable hands. In a matter of minutes Dubois, with the help of some vaseline and a towel, frees the young boy and they rejoin my group.

Dubois is one of five temporary rangers at Independence Park. A native of Preston, CT, he is on a one-year assignment that may or may not lead to a permanent position. Like many of the permanent rangers who plan on an NPS career, he would like to work in a natural resource park like Yellowstone or Grand Canyon. But for now he must gain as much interpretive experience as he can since visitor services and interpretation, whether in a historical or a natural setting, are essential prerequisites for an NPS career. His path to a temporary position at Independence began during the winter of 1987. When he was a student at the University of Maine, a professor informed him of a need for rangers at Minute Man NHP where he was later offered a seasonal job.

Dubois was working for an environmental agency in Boston when he decided to apply to the Park Service for a full-time position. After going through the seemingly endless paperwork he was hired by Independence NHP. He finds the role of an urban park ranger to be "challenging because of the large groups of people who move continuously in and out of the buildings." To accommodate those numbers, which can average during the summer between 2 to 4,000 daily at a site like Independence Hall, is extremely demanding. But as Dubois points out, "the more experience you have with those numbers of people, whether in a seasonal or a temporary capacity, is valuable in leading to a permanent position within the Park Service."

The Assembly Room of Independence Hall is clearly the most significant historical site in our country. Here in 1776 the Second Continental Congress debated and eventually adopted the resolution on independence from Great Britain. Here, in 1787, the Federal convention debated and eventually adopted our present constitution. With that kind of history, the room interprets itself. This point becomes clear to me every time I take a group into that room. Almost immediately they become silent, transfixed by the elegant simplicity of the room itself. Only the history that occurred here is more striking than the beauty of the ionic woodwork and the cockle shell frieze of the tabernacle frame centered on the east wall.



To interpret this room is a ranger's greatest challenge because the high expectations of the visitor and, indeed, the events which transpired here, make it the most energy-filled room in the entire park. I take my time, manipulating the effectiveness of the "pause" at key points so that visitors can process the significance of those events. I begin my presentation with a brief summary of the constitutional issues that gave force to the Revolutionary movement. The phrases "No taxation without representation" and "virtual versus actual representation" seem to flow much more freely and assume a much greater meaning in this chamber than they do in the confines of my classroom at school. Gradually, I introduce my visitors to Richard Henry Lee, the Virginian who proposed the resolution on independence. Moving behind one of the delegate tables I attempt to take them back to June 7, 1776, by resurrecting Lee's spirit with his words: "That these united colonies are, and of right ought to be, free and independent states. That all political connection between them and the state of Great Britain is, and ought to be, totally dissolved!"

I explain that Lee's resolution, adopted by the Second Continental Congress on July 2, 1776, laid the foundations for Thomas Jefferson's Declaration of Independence. And that Declaration lifted the Colonial struggle from a self-interested argument over economics to a fundamental concern over human rights. Adopted by the Congress of the 4th of July, Jefferson's statement that common people have a right to control their political destiny is memorialized by the words...

"We hold these truths to be self-evident: That all men are created equal; that they are endowed by their Creator with certain unalienable rights; that among these are life, liberty, and the pursuit of happiness; that, to secure these rights, governments are instituted among men, deriving their just powers from the consent of the governed; that whenever any form of government becomes destructive of these ends, it is the right of the people to alter or to abolish it."

These words mark the high point of my tour. You can actually feel the electricity—a presence of the past—in the room. As I recite those words I look very carefully into the faces of the audience to see their reaction, hoping that I have made some kind of difference in the way they perceive the founders or, more importantly, how they view themselves and their responsibilities as American citizens. The ones I really hope to effect stand nearest



the gate that separates the visitors from me, the children. Most of them are silent, their innocent faces telling me that they really don't understand the impact of everything I've said but that they know it is important. I'll admit that when I look at those children I get a lump in my throat because they represent the future of our country. I can only hope that in their adulthood they will exercise, in a responsible way, the commitments that have been so gracefully articulated here by our founding fathers.

Peggie and Curt Gaul can appreciate these feelings. The couple, in their late twenties, have been among the most devoted and respected rangers at Independence Park. Between the two of them they have gained fifteen years of experience interpreting or writing history, acting as supervisors and coordinating some of the special events at the park. Having met each other at the park in 1984, they were married two years later and established a mutual support system. Working at the same park has its advantages as well as its disadvantages though. Peggie says that the chance "to commute together gives us some time for each other and we also have the same friends" but she admits that "sometimes it feels as if we're too much a part of each other's lives." That can be difficult when your spouse is among the ranks of the interpreters and you are a supervisor. Peggie found herself in that situation for three years. "That was the most difficult thing to handle. Things would happen at work that I couldn't discuss with Curt because of the confidentiality involved and yet I felt that I should be able to discuss certain things with my husband." Still, they were able to work through that problem and can better appreciate their experience at the park because of it.

My "performance" in the Assembly room has ended. We make our way to the second floor of the building where I invite the visitors to take a seat on one of the benches along the walls of the Long Gallery, considered by many interpreters to be the anticlimax of the tour. Some of the visitors might assume as much and this is why I become intent on leaving them with something to remember.

After identifying the various side chambers on the floor, I emphasize the social function of the gallery, explaining how the dancing and the banqueting of the eighteenth century took place here. Pointing to the harpsichord behind me I pose the rhetorical question: "What would the musician play?" And I answer it by sitting down at the keyboard to perform Bach's Minuet in G.

Mark Newton reminds me that we are a nation of immigrants and, as such, we, as interpreters, must try to be sensitive to the needs and interests of the different ethnic groups that tour Independence Park. Because of his ability to speak several different languages, including Swedish, German, French and Hebrew, Newton has an appreciation for cultural diversity that goes unmatched at our park. But there is more to his appreciation



Larry McClenney speaks to visitors at the John Barry statue behind Independence Hall.

of ethnicity than the ability to speak a foreign language. He explains that "on my tours I try to highlight the fact that there were many people in this country who were not English. After all, we have Afro-American visitors, people of Slavic descent, Jews, all types of visitors at the park, and, because of it, I try to address a number of these groups in order to make them feel as if they too are a part of American history."

The 33 year-old Newton, a graduate student at the Reconstructionist Rabbinical College in nearby Wyncote, has been employed by the National Park Service for six summers either at Independence Park or Presidential Park in Washington DC. He sees many parallels between his role as an interpreter and his rabbinical training. "Naturally both involve public speaking, but the similarities go much further than that" he claims. "Both the interpreter and the rabbi are teachers. The rabbi interprets the Jewish tradition for his congregation providing them with some form of guidance in their religious lives. Similarly, the interpreter at a national park presents what he knows of the history in order to clarify some of the perceptions or misconceptions a visitor brings to the park." Regardless of their particular responsibilities, Newton points out that the rabbi, like the ranger, has "an obligation to admit when he does not know the answer to a question.... He must admit that he is relying on his own interpretation."

Newton's example has served me well this summer. I conclude my tour by admitting to the visitors that I do not pretend to know all of the secrets of the founding fathers in their establishment of our nation but that we can be certain of one thing, namely that the common people who represent the fountain of political authority in our country today are white, black, red and yellow. Regardless of our backgrounds we all enjoy the legacy handed down to us by our forefathers.

What is it like to be a park ranger at Independence? It is a difficult job that can be very stressful at times. Some who try it are inclined to give up too easily. But those who are most successful are blessed with enthusiasm, patience, a love of working with people, and above all, a passionate commitment to history. During the last six summers I have been fortunate to be associated with some of the very best rangers, those whose efforts have helped to preserve the spirit and vision of our nation's founding fathers. I am proud to be part of their effort. John Adams would be proud of them too.

*Bill Kashatus has been a summer seasonal ranger at Independence NHP for the last six years. Formerly a teacher in the Philadelphia-area independent school system, Kashatus is working on a doctorate at the University of Pennsylvania.*

# NPS EMPLOYEE FINDS DREAM CAREER AT CHANNEL ISLANDS

Just beyond the coast of Los Angeles you'll find elephant seals, western gulls, morning glories, and maybe even an island fox. All feel at home in the five islands and surrounding waters that make up Channel Islands National Park and National Marine Sanctuary.

Twenty-eight year old Diane Richardson, first female captain for NPS, also feels at home in this park, especially since she has always loved being close to the water.

As a girl, Diane adored the California coast, but access to the water wasn't easy after her parents moved to inland New York. So when she was ready for college, she chose to return to her native California and attend the University of California, Santa Barbara. In between all those required courses, Diane managed to fit in one course that was really fun — "Basic Scuba Diving." She admits that she took the course simply because "it was something I'd always wanted to do."

About a year after Diane received her scuba diver certification, she took a job working on a local dive boat during the summer between her junior and senior years. When classes began in the fall she kept the job part-time until graduation. She planned on attending Stanford to pursue a career in physical therapy until she discovered that Stanford closed its physical therapy program.

She decided to return to the dive boats "temporarily" since she enjoyed the work. During that time she found she was more interested in working as a deckhand than a galley cook, but opportunities were limited and Diane was repeatedly told, "Girls don't work on deck. They work in the galley."

"It was frustrating to see new male counterparts come along and surpass me," Diane says. "The captains would take them under their wings and tutor them, while few words of wisdom were sent my way."

Several years and many dives later, she took an advanced diving class and received her certification as a divemaster—what Diane describes as a "lifeguard for scuba divers." She then began working as an instructor's assistant for two basic certification classes. Her divemaster certification led to a job offer on a dive boat in the Cayman Islands. By the time she returned she had enough time on board the dive boats to be able to sit for her captain's license.

She got her license and returned to the dive boats and asked for training. After a great deal of resistance, she finally got her way. "I think I really surprised a lot of people and crushed a few male egos," Diane said. She is strong for her five-foot frame, but she is not afraid to admit that pulling anchors and hoisting air tanks requires more technique than brawn.

Feeling discouraged because of her sex, Diane left the privately owned dive boats. She felt she had climbed the career ladder as far as the management would allow her.

She then joined the Park Service as a second captain and a



relief operator. Diane now serves as a full-time boat operator of the 56-foot *Ranger*. "It was very refreshing coming to the National Park Service," she said. "I was discouraged by a lot of people. Here at the Park Service my dream has come true. I am doing exactly what I've always wanted to do."

A typical week for Diane during the summer will include a five-day research mission stretching from Monday through Friday. All crew on the boat—about ten people—will live, eat, and work aboard *Ranger* until it returns at the end of the week.

Before the trip begins, Diane leads an orientation for all passengers. The Friday before the trip is filled with engine and system equipment checks, the loading on of supplies, and a final once-over to make sure everything is in order. Traveling at a speed of only ten knots (about 10 mph), the crew can't afford to turn back, especially if going to the farther islands such as Santa Barbara or Santa Rosa, both of which are about five hours away.

Most of the work being done now includes research in marine biology and archaeology. All research is done by scuba divers. Diane says she occasionally dives and helps out, but her main responsibility is to ensure the safety of all those aboard. After finding the spot that looks best for study, she carefully sets two anchors. Because the divers are attached to the boat with a surface supplied air hose (umbilical), the movement of the boat must not interfere with the divers or the work they are doing.

The busiest months for Diane last from June to November. At other times, her responsibilities vary. She may be kept busy





transporting personnel and equipment to one of the islands, assisting in other types of research, or leading a cruise for politicians or other government personnel.

Although the Park Service's promotion system encourages employees to rotate through different parks, Diane says she has

no plans to leave Channel Islands any time soon. As a two-year veteran of the Park Service, she admits she still has more to learn.

*Debbie Dortch is the newest member of the WASO public affairs staff. This is her first article for the Courier.*

## An Officer Named Kelcy

In October 1988, when Kelcy Stefansson became a motorcycle officer with the U.S. Park Police in Washington, DC, she made history. She is the first woman member of the motor unit, which has been in existence for more than sixty years.

Born in Salt Lake City, UT, in 1956, Kelcy grew up in the suburbs of the nation's capital, wanting to be a veterinarian. She attended college in Seton Hill, PA, and earned her BA in biology. For a time, she worked in the field of animal research, then became a computer operator. Bored with office work, she took the U.S. Park Police Officer examinations. She received her appointment in January 1984, and proudly wears badge no. 183.

During her first four months on the force, Kelcy underwent recruit training at the Federal Law Enforcement Training Center in Brunswick, GA, and, following that, a two-month period of on-the-job training in the Washington area. Since then, she has worked various uniform and plainclothes assignments.

Prior to becoming a motorcycle officer, Kelcy drove a police cruiser along the George Washington Memorial Parkway in Virginia.

Kelcy is quite modest about her accomplishments. She has received numerous commendations for outstanding police work, is an expert shot with a revolver, and has arrested armed criminals.

In 1984, Kelcy learned to ride a 250 Honda and obtained her motorcycle operator's license. After serving the required three years on the force, she applied for the Harley-equipped motorcycle squad. Her rating of "well qualified" was based on evaluation of her past work performance, and the results of a written examination. She was selected to undergo the required training.

The police motorcycle training course is two weeks long and is conducted by force instructors. In addition to normal classroom instruction and negotiating cone courses, extensive training is given in handling the big Harley police machines both on and off the road. Instructors direct the

students through mud as if they were on dirt bikes. And of course, students have to put the Harleys down, then be able to pick them back up. They are taught to rock the machines on the engine guards to get them upright.

Kelcy passed the course and filled one of the thirty-one positions on the motor squad. She rides between 200-500 miles per week, most of it in heavy city traffic. As a motor officer, Kelcy receives hazardous duty pay.

In addition to traffic and patrol duties, motor squad members participate in motorcade escorts for the President and visiting dignitaries. They work closely with the Secret Service and the State Department, as well as the D.C. Metropolitan Police.

Kelcy takes her assigned Harley-Davidson FLHTP home after work. Motor officers are on call for emergencies during off-duty hours. Working the day shift, Kelcy gets up at 4 a.m. and leaves home at 5 to make the 5:45 roll call. When assigned to the evening shift, she doesn't get home until about 11 p.m. During the winter months, sidecars are attached to the motorcycles for riding stability, because motor officers ride every day of the year, regardless of weather.

Cold weather riding gear includes an old fashioned canvas lap robe, which provides some heat from the engine for the lower body.

Kelcy enjoys her assignment so much that she recently passed up an opportunity to compete for promotion to sergeant. Asked about her career goals, she says she's just taking one day at a time. Although one of her three sisters is acting warden at a state prison, she has no other law enforcement officers in her family. She's also the only one who rides a motorcycle. However her husband and the rest of the family support what she's doing.

When Kelcy is off duty, she enjoys music, playing softball and golf, and riding her own motorcycle, of course.

Jack Sands

*Note: This article is reprinted with permission from the November/December 1989 issue of Harley Women.*





# A SENSE OF SOLITUDE

*Friday, August 10, 1990, 6:00 A.M.  
Yosemite National Park, Yosemite Valley  
Lower River Campground,  
Administration Campsite G*

Tent poles clanked and clinkety-clinked. My eyes popped open and I puzzled at all the commotion outside my canvas home. Next I heard the voice of campground host Tom Bennett alerting each campsite that the area was being evacuated. He informed all to be ready to leave in one half hour, then distributed an instruction sheet explaining when to leave and why not to leave before the indicated time.

People began moving quickly and quietly, without grumbling, helping each other: "Here, let me squish down that air mattress for you." Some shook hands, said "farewell." An air of graceful acceptance set the mood of the morning.

Again campground host Bennett circled the grounds, this time on bicycle. He busily answered questions and checked to see if campers were packing. One mother asked if the money would be refunded. The answer was yes—there would be the choice of coming back at a later date or a monetary refund.

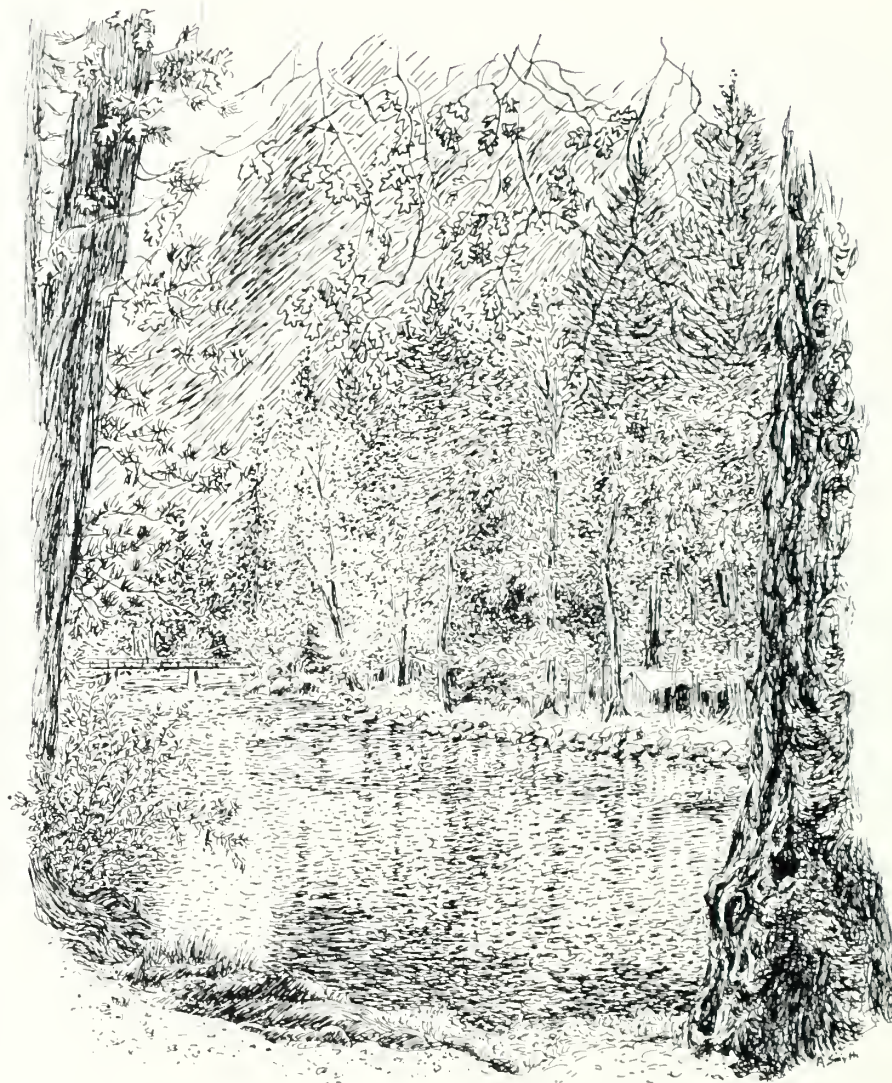
Luckily NPS volunteers were not ordered to leave at this time. I sat and watched as the pickups, the RVs, the trailers, the cars loaded down with children's bicycles quietly and softly left Yosemite Valley.

There were no horns honking, no yelling, no speeding, no brakes squealing, no gridlock—just slowly, persistently, the vehicles rolled along the exit road.

By 8 a.m. I decided to go to the Ahwahnee Hotel and pick up some coffee and a news update. Milkweed, thistles and grasses glistened with dew in the morning sun as I ambled across the Ahwahnee meadow. A healthy looking bushy-tailed coyote sauntered by. We nodded at each other and continued on our separate way.

Closer to the hotel a handsome muledeer buck breakfasted on tasty young bush buds. His four-point antlers, still in velvet, softly glimmered in the early shafts of light.

Circling around on another path so as not to disturb him, I discovered an open door into the great lounge. There was not a person to be seen. Stacks of neatly folded blankets and sheets



*Illustration by Ann Smyth*

gave evidence of the 4,000 stranded day-use visitors who had slept in lobbies, lounges, and on floors throughout the valley—evidence also of the care and thoughtfulness exhibited by the Yosemite Park and Curry Company and the National Park Service.

The great dining hall looked inviting. Each table was set with gleaming glasses, dishes and fresh linens. But again, there were no people.

I proceeded to the women's rest room on the mezzanine floor. It was completely empty—no lines. I had my choice of any stall I wanted. The emptiness was so exhilarating I began picking up the dirty paper towels, wiping the sink counters, lining up the



misplaced tissue boxes, tucking the green vanity benches in place. It crossed my mind to stand all the commode seats at attention like Andy Griffith in *No Time For Sergeants*. But that would have been going too far.

Back downstairs and continuing along the main hallway towards the front desk I was approached by a person for the first time. The concierge appeared, a worried look on her face. "Are you a guest at the hotel? You were supposed to leave a long time ago."

When she understood that I was an NPS volunteer she went on to explain that, yes, all Yosemite Valley facilities were being evacuated—first the Ahwahnee, then Yosemite Lodge, followed by Curry Village and the campgrounds.

Outside again I strolled along the flagstone terrace to the syncopated beat of the automatic lawn sprinklers. The only other individuals in sight were two busboys, one tidying up the terrace tables and the other placing blankets in big laundry baskets.

The sunbeams filtered through the oak, dogwood, maple and pine greenery. All was soft and quiet and muffled. The coyote and buck had moseyed on to other interests while back at the road the vehicles rolled on and on, respectfully...relentlessly.

By 10 a.m. the campgrounds were vacant; the road passing by was empty. The shafts of light played gently through the tall douglas fir and incense cedar. Ground squirrels scurried up and down and around, curiously inspecting all the open ground and nooks and crannies. Screeching steller jays provided the only sound as they darted and hopped about. They all seemed to be questioning the situation. "Hey, where did everyone go? Where's the food?"

Whoever conceived the evacuation plan did a masterful job. One example of clear thinking was the ban on alcohol. No liquor was available at the stores and restaurants after Thursday afternoon. Full credit goes to the National Park Service, the Yosemite Park and Curry Co., the fire crews and certainly the visitors. Each person had a part in the drama. They did it willingly, efficiently, and with loving care.

Now the special feeling of the place began to make itself felt—this healing land, this temple, this extraordinary spot in John Muir's Range of Light. I sat on a log by the river and listened to the "music of the Merced," as Muir called it. Across the water the housekeeping units were empty. The foot bridge spanned the rapids in solitude. Again, the only sound was the squawking steller jays.

Surely this was a sight few people have experienced—Yosemite Valley, quiet and grand. As I sat by the musical Merced, indeed, the water, the tall trees, the granite began to work their magic. Their message permeated the air. It occurred to me that they probably spoke to us all the time, that on some level every visitor instinctively feels the words. It's just that so often they are drowned out by our noise.

Noon approached—the air became thick with diffused smoke. Neither Half Dome nor El Capitan were visible. Fellow volunteers and I discussed leaving. The air quality deteriorated, and we remembered the gusty winds of the previous afternoon. Thunder and lightening storms were predicted again. Our little group came to a consensus. Better to pack up and get out while

the fire crews held the flames away from Highway 140. The fewer personnel to deal with, the easier the firefighters could carry on the real work.

The next step was to empty my big blue tent—as fast as possible—so that Ben Mosley, a fellow volunteer, could store it in his tent top cabin. Frantically we stuffed articles in car trunks, back seats, front seats, under seats, between seats. A light dusting of ash began to settle on the bags and boxes.

The San Francisco KGO-TV news team materialized unexpectedly. Their assignment was to cover the evacuation. The "big blue" was the only tent standing in the vacant campground. Sure enough, we were packing. We were selected to be interviewed. Bits of the scene were scheduled for the 5, 6 and 11 o'clock news.

So it was that our exodus began at 12:30. Our little caravan consisted of three overladen cars—Ben, then Pat Mosley (curator of LeConte Memorial Lodge), then me.

We were the only autos on the road. It felt as though we were the last to leave the valley. No cars or people were anywhere along the way. Once I spotted a clutch of yellow-suited fire fighters standing on a path. They just looked at us with big white eyes set in haggard blackened faces.

The smoke thickened as we neared El Portal. Everything was shades of grey—the air, the sky, the steep canyon walls. Puffs of white smoke spiraled skyward intermittently. It felt like we were driving into the fire. I wondered if Ben had taken the right road, but there was no one to stop and ask.

The ranger at the entrance station was a welcome sight as he stood in the middle of the road. He heard our story and rolled his arm tiredly forward. "Just keep on drivin'."

El Portal was silent and grey. A quick glimpse of a patch of green lawn and the blue of a motel pool punctuated the monotone landscape. We drove on, just three little cars rolling along the river road. Each of us had a jug of water and wet handkerchiefs to hold to our nose from time to time.

The haze started to lift as we turned and left the river at Bear Creek. We climbed up and on to Mariposa. The sun was shining; the people mingling. We decided to push on home to Concord and Martinez. Sure, the lure of a clean shower, clean sheets, clean air was enticing. But hey...what we really wanted was to see ourselves on the evening news!

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*Barbara Phillips has worked as a seasonal NPS ranger and volunteer since 1981. Her work has taken her to John Muir NIS, Golden Gate NRA (Marin Headlands) and Haleakala NP. She volunteered this summer for the Happy Isles Nature Center Children's Program in Yosemite Valley.*

# NEW DIRECTIONS

**H**ave you ever wished you were a fly on the wall? Sometimes you can almost predict how a conversation will go—or at least you hope you can.

Kitty: Here we are a family of four that's been stuck on the interstate.

Bart: Yes, and now we're on a beautiful roadway, but we have no idea where we are. We need to find help! You look for signs; we'll take the next exit and try to figure out where we are.

Brad: I need to go to the bathroom.

Mary: Me, too, and I'm hungry.

Kitty: Oh look, there's a sign that says "Visitor Information" next right!

Bart: Great! Let's take it.

You've just read part of a conversation exchanged along the George Washington Memorial Parkway as we prepared to unveil directional signs for the new visitor's center.

Caught up in the spirit of the moment Superintendent Kitty Roberts, Chief Ranger Bart Truesdell, and Seasonal Ranger Brad Saum enacted a scene we hope will be repeated frequently. No, not that people are lost, but that, when they are, a ranger will be able to assist them.

Long a dream and now a reality, the George Washington Memorial Parkway opened its first visitor's center on July 20. Although humble in scope (a simple trailer), the new facility will work to serve the needs of the more than four million people who visit the parkway annually.

Eight years ago, Bart Truesdell came to the parkway as its chief ranger. He noticed how many people stopped by parkway headquarters looking for assistance. But the maintenance yard



*Superintendent Kitty Roberts (l) and Chief Ranger Bart Truesdell unveil an important change to park signboards.*

and administrative offices were situated at the headquarters site, thus making it a less than ideal visitor service area. Soon after Truesdell's arrival he wrote out a 10-238, requesting funding for a parkway visitor center.

Although the funding did not materialize, the idea was not forgotten. Newly appointed Superintendent Kitty Roberts blew the dust off the proposal, committed operating funds to rent a trailer and construct signs, and approved the location of the visitor center.

The visitor center opened in 1990, appropriate to the parkway's 60th anniversary as part of the national park system. Built as a commemorative roadway, it begins at Mount Vernon and follows Virginia's Potomac River shoreline for 25 miles; there is also a short seven-mile segment across the river in Maryland, known as the Clara Barton Parkway.

More than a road, the parkway was established to protect the Potomac River shoreline and watershed from pollution and commercial development. During the past 60 years, it has grown to include a variety of natural, cultural, and recreational areas.

The park administers two historic houses—Arlington House, the Robert E. Lee memorial; and Clara Barton NHS—plus two Presidential memorials—Theodore Roosevelt Island and Lyndon Baines Johnson Memorial Grove. Great Falls Park, a scenic 800-acre area, protects the spectacular falls of the Potomac River and the remains of the Patowmack Canal, a 19th-century engineering feat conceived and proposed by George Washington. Glen Echo Park, a cultural arts park, also is managed by the parkway.

Tidal marshes, the Iwo Jima Memorial, hiking and biking trails—these are just a sampling of the areas visitors enjoy while travelling on the George Washington Memorial Parkway. So, as you can see, the rangers at our new visitor's center will have plenty of directions to give and places to interpret.



*A typical day for those travelling the George Washington Memorial Parkway.*

*Mary Mallen is the parkway's interpretive specialist. She was the fourth occupant of the car whose conversation was recorded by that proverbial fly on the wall.*



# PARK BRIEFS

## The 50th anniversary of Manassas NBP

was a time to reflect on the preservation and protection of sites linked to the Manassas and Bull Run battles. One of the commemorative activities was a writing contest for which there were 301 entries. Students visiting the battlefield addressed the topic, "what the battlefield means to me."

The difficult job of culling the entries for the first, second, and third place prize winners went to Ranger Keith Snyder, Superintendent Ken Apschnikat and Prince William County teacher Carolyn Swain. After much deliberation, they selected Jill Kerr of Haycock Elementary School in Falls Church, VA, as the first place winner. An award ceremony was held on June 8 at the school where Keith Snyder presented Jill with a personalized historical plaque produced by Color-Ad Inc., contest sponsors. What follows are Jill's impressions of the battle—what it means to her.

"Many young Americans died at Manassas fighting for what they believed in. In 1861 and 1862, Manassas was the site of two major Civil War battles. Both times the Confederates walked away with the victory.

Visiting the Manassas battlefield brought me back to the

1860s, and made the war between the North and South come alive. It made me realize that this war was not fought by soldiers on some far away battlefield, but by Americans who were cousins, uncles, fathers, sons, brothers, and friends, fighting in people's fields and backyards. The stories about Mrs. Henry and the McLeans emphasized how the Civil War was everyone's battle. Mrs. Henry was an old woman, confined to her bed, who was killed by a stray bullet. The McLeans were a Manassas family who had a cannon ball fall in their soup. In Virginia, the Civil War was part of everyday life.

Seeing all the weapons and cannons at Manassas made me aware of the terrible harm people do to one another to get their own way. The memorials and statues dedicated to all the soldiers and officers who died during the battles made me feel both sadness and admiration. I felt sad because of the pain and suffering these men went through, and admiration because they risked their lives to make life better for everyone else.

Manassas played an important role in the history of this country. Today it reminds visitors of the pain, sorrows and confusion of war, and makes them think about what they value."

## South Rim District patrol rangers at Grand Canyon NP

have established a bicycle patrol program to respond to emergencies. Bicycle mounted rangers, unrestricted by vehicle traffic, can be the first emergency service personnel to arrive at the scene of an accident,

law enforcement incident, or other calls for assistance. This relatively new mode of patrol has been well received. It has the added advantage of being environmentally safe.

Specialized Bicycles of Morgan Hill, CA, a leading manufacturer of all-terrain bicycles,

became interested in the park's bicycle patrol program, and donated three all-terrain mountain bikes, four helmets, and other equipment. Superintendent John H. Davis and Ranger Steve Stockdale accepted the bikes from John Strnad of Cosmic Cycle, a local dealer.

## Who says historic sites can't interpret biodiversity?

For the annual Grant-Kohrs Ranch NHS July birthday celebration, the interpretive and curatorial divisions developed just that—a display on the variety of life.

The project was three-fold. First, Supervisory Ranger Neysa Dickey and Curator Randi Sue Bry rearranged items in display cabinets in the ranchhouse

basement to include artifacts made from plant or animal material. Simple labels added basic information about the items and their once-living source. Next, a notebook of excerpts from Johnny Grant's memoirs and Conrad Kohrs' autobiography highlighted historic uses of living things. Finally, visitors received a site bulletin covering human influences on area biodiversity: the near extinction of bison after opening the

range to cattle grazing, and the introduction of exotic plant species such as sainfoin (forage) or spotted knapweed (considered noxious).

Of the approximately 1,400 people who visited the site that weekend, almost 800 enjoyed the display.

So be encouraged! Now who'd like to tackle global warming?



Joe Abbrescia is the second guest artist to work with Glacier National Park Associates, the first being Montana artist Mark Ogle, who began the relationship between Glacier NP and the arts last year with the loan of his oil painting, "Heaven's Peak."

Now Abbrescia, who is considered one of America's most accomplished contemporary impressionist painters, has done the same with his painting, "Spring's Mountain Kingdom," which depicts Swiftcurrent Lake shrouded in a spring snowstorm.

A recent event brought "more power people to town at one time than they've had since Lyndon Johnson had his cabinet here," noted Congressman J. J. Pickle. The event was a press conference in which Congressman Pickle announced the transfer of the former LBJ Memorial Hospital and related property to the National Park Service. "I hate waste, and that's been happening with the LBJ Hospital," said Mrs. Johnson of the hospital that her husband, Lyndon Johnson, funded before leaving the presidential office in 1969. NPS Associate Director Jerry Rogers accepted the transfer document. Representatives of the General Services Administration and the Department of Housing and Urban Development participated in the transfer announcement.

LBJ NHP Superintendent Melody Webb stated that plans are being made to renovate and develop the building and grounds into a new visitor center. When completed, the building will provide an exhibit area, an auditorium, and a sales area for interpreting the Texas Hill Country and its influence on Lyndon Johnson. The park headquarters, library and curatorial storage will also be relocated to this building. Congressman Pickle has already proposed an amendment to the FY 91 budget to fund the conversion. In her comments at the title transfer ceremony, Mrs. Johnson stated, "With a salute to the past, we are looking to the future."

Reba C. Robards

What is 630 feet tall, 630 feet wide, weighs 43,000 tons, and is celebrating its 25th anniversary? Why, it's the Gateway Arch, of course, the dominant feature of the Jefferson National Expansion Memorial in St. Louis, MO.

The memorial, dedicated to Thomas Jefferson's dream of the United States' westward expansion and to the courageous explorers and settlers who made the dream a reality, is considered America's "Gateway to the West." In 1935 the old St. Louis riverfront was selected to commemorate 19th-century westward expansion. An area of some 40 blocks was purchased and all buildings were cleared. Then in 1947 nationwide competition resulted in the selection of a design for the memorial, created by the late architect Eero Saarinen.

Hundreds of St. Louis citizens who watched with awe as the giant arch began to take shape must have wondered if the two legs would ever meet at the top.



The first stainless steel section was set in place February 1963, the last on October 28, 1965.

The Arch takes the shape of an inverted catenary curve, the form created by a heavy chain hanging freely between two supports. Reinforced concrete foundations go 60 feet into the ground and extend 30 feet into bedrock, contributing substantially to the Arch's structural strength—it can withstand winds of 150 miles-per-hour, exhibiting only 18

inches of sway when hit at such velocity.

The park also includes an underground visitor center that houses the Museum of Westward Expansion. A movie about the construction of the Arch is presented in the theater. Plans now are underway for a second theater with a large-screen format. The memorial also is developing plans to display an Indian peace medal exhibit.

Denise Stuhr

Celebrating twenty years of operation, Sleeping Bear Dunes NL, in cooperation with Eastern National Park & Monument Association, issued a commemorative cachet in the

form of tan envelopes printed with a sketch of the South Manitou Lighthouse by local artist Louise Bass. Bearing proper postage and the special cancellation, the envelopes were sealed in plastic sleeves

containing a sheet of information on the history of the park's authorization October 21, 1970. The July date was chosen because twenty years before the bill to authorize the lakeshore was introduced into Congress.

Since 1976, the museum exhibits in Indiana Dunes NL's Kemil Road Visitor Center have been telling the park's resource story. Last year, Superintendent Dale B. Engquist decided it was time for a change. He challenged his interpretive staff to produce new exhibits: "See if you can come up with something fascinating and educational. Let's try a new approach." With oversight by Public Programs Manager Warren Snyder, Visitor Center Supervisor Bob Daum has produced an array of fascinating exhibits that neatly fill the bill. Highly visual, tactile and

interactive, the new exhibits have caught the fancy of visitors, especially young ones. Wrote one mother in an appreciative letter to the superintendent, "...The hands-on experience for the youngsters meant that I heard, 'But I'm not ready to go yet.' In fact, after several days of searching for a picture of a lizard for a school project, the etching and poem of the six-lined racerunner provided just what was needed."

Highlight of the recently-installed exhibits is a thirty-one foot long acrylic mural of dune succession and wetland scenes. Narrative panels and wooden carvings of several animals

depicted in the mural are set below the paintings, while plexiglass cutouts of species eradicated from the dunes form a ghostly mobile above. In the center of the room a table-sized plaster model of a sand dune provides a stage for explaining to interested visitors and school groups the dynamics of dune formation and maintenance. On all four sides of the model, dune animals are sketched in relief. Supplies of paper and crayons are kept handy, providing visitors the chance to make crayon rubbings of a Fowler's toad, a heron or even a tiger beetle.

Jack Arnold



## NEWS



Sonia DaCosta recently joined the National Capital Region team as the new Hispanic Employment Program Manager. Prior to accepting the assignment, DaCosta completed an equal employment opportunity (EEO) internship with the Department of the Army at Ft. Bliss, TX. There she received training in all aspects of the equal opportunity program. When permanently placed in an equal opportunity specialist position, she assumed the EEO complaints and the Hispanic Employment Program as her primary responsibilities.

NCR looks forward to benefitting from DaCosta's experience as she works to enhance the region's Hispanic Employment program.

Mid-Atlantic RD James W. Coleman, Jr., has named Marilyn H. Paris as the new superintendent of Fort Necessity NB. Paris comes from the superintendency of Horseshoe Bend NMP where she has served since 1987. She replaces William Fink, who became superintendent of Isle Royale NP in April. During the interim, Laurie Coughlan, Gettysburg NMP's assistant chief of interpretation & visitor services, has served as acting superintendent.

Paris began her career as a seasonal ranger at Kings Mountain NMP in 1975, and has worked at Lincoln Home NHS and Chickamauga-Chattanooga NMP, among other areas.

Linda Toms has joined the staff of Denali NP as the new assistant superintendent. She transferred from the Chesapeake & Ohio Canal NHP, after 22 years of NPS experience in park operations, administration, and management. Prior to her transfer, she received the coveted Justice William O. Douglas Award. Established to recognize exceptional service as a memorial to Supreme Court Justice William O. Douglas who led the fight to protect and preserve the canal, the award has been given only five times in its fifteen-year history.

Martin Luther King Jr. NHS ranger interpreter Altha G. Wilson was married August 18 to Calvin B. Trowell of Augusta, GA.

## AWARDS

Canyonlands NP biologist Jayne Belnap recently won the annual \$500 Jerry Rumburg Memorial Award, established by the Canyonlands Natural History Association in memory of the former Canyonlands chief interpreter killed in a 1987 automobile accident.

Belnap, a leader in the study of microbiotic soil crusts, was recognized for her work in a area of major importance to the Service as the NPS evaluates external threats to parks. The organisms comprising microbiotic soil crusts are exceptionally sensitive to environmental changes and, as a result, become key indicators of a park's health.

Jayne recently spent six months pursuing a PhD on the effects of air pollution and acid deposition on microbiotic crusts. The summer 1990 issue of *Park Science* presents her detailed description of the role of microbiotic crusts in the ecosystem.

Many years ago, on parade days, Lorraine Mintzmyer would put on her flashy red and black uniform and strut down Highway 6 in Adair, IA, proudly blowing on a baritone horn as she marched with her high school band.

Recently she was in another parade on Highway 6, but this time she didn't march. She rode in the back of a convertible, and waved to the crowd as grand marshal of the 35th annual Jesse James Chuck Wagon Days celebration. And her photograph, five columns wide, adorned the top of page one in *The Adair News*. During the celebration, Mintzmyer was honored for her contributions in the field of

parks and recreation. "It was something special to be honored in my place of birth for work in a field that has been so rewarding," she said.

Not everything in Adair is the same. Her high school has moved and consolidated with Casey, and the colors are no longer red and black. But the trip over the parade route brought back memories. It took her past the home she lived in from age four. "There were two children watching the parade from the yard, and I asked if they lived there," Lorraine said. "They said they did, and I told them that I grew up in that house. They seemed surprised."

Ben Moffett

Zenophon (Zenny) Speronis' many years of volunteer service to Lowell NHP were recognized in July as NA RD Gerald Patten named him the region's first Volunteer of the Year. Speronis' efforts in Lowell's behalf began even before the NPS became part of the city in 1978. As General Chairman of the Lowell Regatta Festival Committee, Speronis has organized ethnic festivals, celebrity events, parades, concerts, and civic events throughout the years. His efforts were among those that led to the establishment of the national historical park.

As a management volunteer, Speronis responded to a call for help from the park in 1986 when the tour barge operator decided not to operate his boats just three weeks before the park's summer season. Working to create an agreement with the park and the Regatta Committee, Speronis set up a boat program that continues in operation today.

Since 1983, Speronis has spent some 2,100



volunteer hours on park events. He officially logs 300 hours each year, but spends many more promoting the park and its programs to every segment of the local community.

Karen Sweeny-Justice

The Student Conservation Association (SCA) has been selected to receive the Secretary of the Interior's Take Pride in America award. This is the third time in recent weeks that SCA has been honored for organizing a volunteer effort to help restore Yellowstone NP following the 1988 wildfires.

Ozark NSR rangers **Dave Ratliff** and **Rick Drummond** recently returned from a DARE instructors' course with two of the four awards presented for excellence. The rangers will work with four school systems during the 1990-91 year, spending one semester with each school. "The commitment and interest shown by these two rangers is exceptional," said Superintendent Art Sullivan.

Former Arches NP Superintendent **Paul D. Guraedy** received the Department of the Interior's Superior Service Award. Southeast Utah Group Superintendent Harvey Wickware presented it at a gathering of employees and friends before Guraedy departed for his new position as the superintendent of Lincoln Boyhood NMem. Wickware cited Guraedy's contributions in the field of park management and public service.

On June 25, the Anti-Defamation League of B'nai B'rith presented their first annual William Howard Taft Americanism Awards in Cincinnati, OH. William Howard Taft NHS staff assisted the League with historical research and photographs used during the program. The keynote speech was delivered by author and newsman Edwin Newman. The theme of the event was the public service and civic commitment of William Howard Taft, the only person to serve as U.S. president and chief justice.

Bob Moore

Valley Forge NHP employee **David C. Forney** received an award from the Society of the Descendants of Washington's Army at Valley Forge. The Society's Award of Merit recognized Forney's work with the Society to plan special events and activities promoting the history of the Valley Forge encampment. Present-



(Left to right) David C. Forney, Betty Brown Miller, Warren D. Beach and Maj. Gen. James W. Wurman

ing the award was Society President Betty Brown Miller. In attendance were Valley Forge NHP Superintendent Warren D. Beach and Major General James W. Wurman, Commanding General at the U.S. Army Training Center, Fort Dix.

On June 6, at the White House, the American Institute of Architects (AIA) presented a donation of \$250,000 toward the architectural documentation of the historic Executive Residence (*photo below.*) Using this generous contribution, the Service's **Historic American Buildings Survey** will document the architectural features of the structure, using measured drawings and photography. The work is expected to be completed by October 13, 1992,

the 200th anniversary of the laying of the cornerstone. The NPS, White House, AIA and White House Historical Association are cooperating on a book concerning White House architecture, written by Dr. William Seale, author of *The President's House*, and illustrated with graphics produced through the documentation project.

The Big Cypress NPre restoration crew received a unit award from the Secretary of the Interior at the beginning of the year, in recognition of extraordinary initiative displayed in reclaiming the Turner River. Their work represents the first restoration of a Florida river system, and involved coordination and cooperation with non-federal agencies. Long identified





as part of Florida's "Save Our Everglades Program," the effort originally was estimated at \$1 million, but was brought in by the crew at a federal cost of under \$250,000. Rather than waiting for traditional funding, Big Cypress staff obtained surplus earthmoving equipment, generated interest and cooperation from the county government, and sought and obtained funds from fines received for wetlands violations. From 1986 to 1989, the restoration crew installed and restored 23 culverts and 21 plugs in the 28 miles of canals; 800,000 cubic yards of fill was returned to the canal bed thanks to state wetland fine funds. These actions restored 18,000 acres of wetlands.

German visitors to Mesa Verde NP have been pleasantly surprised this summer by the friendly greetings they receive "auf Deutsch" from park VIP **Lorie Mancini**, Mesa Verde's employee of the month for June.

"You should see their faces light up when Lorie starts explaining everything to them in German," says one of Lorie's co-workers, Ranger **Lorraine Yusten**. "It really makes them feel welcome."

Superintendent **Robert C. Heyder** echoes these sentiments. "Lorie has donated her time selflessly and cheerfully to park visitors...the German visitors have found her to be most helpful and courteous, and her willingness to help the park rangers is limitless."

Lorie, a native of Frankfurt, Germany, immigrated to the United States in 1954. She learned English "the hard way." She explains, "Everything was really different then. I had no idea of what to expect here."

These days Lorie and Henry, her husband of 23 years, are self-proclaimed "snowbirds." They left their home in Littleton, CO, last August, and spent most of the winter as VIPs at Organ Pipe Cactus NM. There, the Mancini's worked on the road and trails crews, helping maintain hundreds of miles of park roadways and assisting with trash pickup. "It was a killer but we loved it," Lorie says. "...You don't mind hard work when you can see that it helps."

Carolyn Landes

Chief Personnel Officer **Mario R. Fraire** received the Department of the Interior's Meritorious Service Award at ceremonies in August. He was recognized for successfully instituting new programs and initiatives that have strengthened grade structure and increased pay for lower-graded employees. His work also has led to an innovative workforce analysis and forecasting program. Fraire was cited for providing professional consultation and per-



sonnel program direction that has contributed to the successful operation of the National Park Service.

The 21st Legislature of the Territory of Guam recently presented former War in the Pacific NHP Chief Ranger **James E. Miculka** with a resolution commending him for his contributions to the enhancement of Guam's environment. Miculka served as the park's chief ranger for ten years. He was the first person to work in that position and served as part of the original staff. During his tenure, he developed the first interpretive programs to be presented in the Western Pacific, an underwater research team made up of park staff and VIPs, and a resource management program.

"On behalf of the Take Pride in America campaign, I am pleased to inform you that you have been selected as a national semi-finalists in the 1989 Take Pride in America national awards program." The letter to **Michael E. Baker**, trails coordinator at Santa Monica Mountains NRA, commended him for his out-

standing work promoting wise use of the nation's public resources. The certificate of merit expressed appreciation for this efforts.

Jean Bray

## RETIREMENTS

Yosemite Animal Packer Foreman **Walt Castle** will be retiring at the end of 1990 after more than 30 years with the National Park Service. Photographer **Brian Grogan** has captured him and the other members of the Yosemite NP pack team during the annual Mule Days celebration. Featured on the front row (*photo above, l to r*) are **Gilberto Guerreo**, **Steve Ybarra**, **Abe Soubia**, **Leonard Domingues**, and **David Dye**; standing on the back row (*l to r*) are **Dennis Dozier**, **Billy Fouts**, **Walt Castle**, **Johanna Gehers**, **Kermit Radoor**, and **Danny Kims**.

**Gary L. Hume**, deputy division chief for WASO's Preservation Assistance Division, left federal service in September to accept the presidency of Neal Auction House in New Orleans, LA. The new position reflects Hume's sustained personal interest in fine art and antique furniture.

Hume has served as deputy division chief since 1980, where, in addition to the daily operation of the division, he has provided technical assistance to various national historic landmark sites and historic districts such as Natchez Bluff, Maggie Walker NHS, Waterford Historic District, and Drayton Hall. He came to the Service from the Texas Historical

Commission in 1974. In 1976, he and W. Brown Morton III coauthored the Secretary of the Interior's Standards for Historic Preservation Projects.

Hume has always believed historic preservation activities at the local level are among the most exciting challenges, and he looks forward to active involvement as a private citizen in New Orleans.

## DEATHS

**Fifi B. Cornell**, 62, died June 20 at her home in Evergreen, CO. She worked ten years as an NPS architect in the Eastern Office of Design and Construction, prior to the birth of her first son in 1965. She and her husband, Douglas Cornell Jr., moved to Evergreen in 1974. Survivors include her husband, a son and daughter, her mother, and two sisters.

**Francis Xavier Carr**, 84, a former Washington Office employee, died on October 26, 1989. He is survived by his wife, Rosemary Dougherty Carr (3920 Colgate Ave., Dallas, TX 75225), and three sons. A memorial donation in Carr's memory may be sent to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041. The following excerpts came from the eulogy written by his son, Patrick.

"Frank was kind, gentle, and friendly. All through his life he made friends where ever he went....It was while he was with the National Park Service that he met his loving, future wife, Rosemary, who would ultimately bless him with three boys. Frank was always able to make time for his family, teaching and demonstrating things as his sons became able to understand. Being always supportive and loving, he instilled in his family his kind and trusting nature....He lived a full and bountiful life....When his time came, he entrusted his soul to Jesus and passed on peacefully."

E&AA Life member **Cecil J. Doty** died July 7 in Walnut Creek, CA. An outstanding architect whose Park Service career covered more than 34 years, he started with the NPS in Oklahoma City, and was involved with the Service during the CCC days. Doty carried out assignments that took him to the Southwest and Western Regional offices, the Western Office of Design and Construction, and WASO.

His most noted design was the Regional Office Building in Santa Fe, NM, now a national

historical landmark, which celebrated its golden anniversary on July 1, 1989. Cecil was invited to be the honored guest but could not attend because of ill health.

Among his other design projects were the amphitheater and dormitory building at Mt. Rushmore; the visitor center at Hurricane Ridge in Olympic NP; and visitor centers at Grand Canyon, Zion, Bryce, Everglades, and Death Valley. In addition to his noted architectural design talents, he was also a distinguished artist, excelling in oil painting and pencil renderings.

Over the years he made outstanding contributions to the Park Service and eventually received the Distinguished Service Award on April 6, 1966.

Cecil is survived by his wife, Bernice (2129 Ptarmigan Drive, Unit 3, Walnut Creek, CA 94595).

Denver Service Center employee **Henry Lew** passed away July 22. Messages of sympathy may be sent to his wife, Judy, and family at 517 South Flower, Lakewood, CO 80226. Donations in his memory may be sent to the American Liver Association, 998 Pompton Avenue, Cedar Grove, NJ 07009.

Margaret Chandler, who works in NCR's Public Affairs Office, lost her son, **Michael Robinson**, 20. A local Golden Gloves Champion, Michael had a promising career ahead of him before the fatal shooting August 6. He leaves a daughter, Diamond, age 2. Expressions of sympathy can be sent to the family at 3839 64th Avenue, Apt. #102, Landover Hills, MD 20784.

*Helen Olson, wife of Virgil Olson, requested that the following information be run to fill out and correct her husband's obituary, which first appeared in the June Courier.*

**Virgil J. Olson**, 63, died on April 30 from a long-standing heart condition. He had farmed in Minnesota for a number of years, during which time he married Helen Minchart. They farmed together several years; then, during a vacation in Rocky Mountain NP, they discussed how they could live in the area, enjoy its beauty and become custodians of nature.

Although Virgil never went to high school, he graduated from Colorado State University in 1964. While in college he spent his summers as a ranger naturalist in Rocky Mountain NP.

His first career assignment came at Bryce Canyon NP where he started as a ranger, moved up to ranger/naturalist, and finally to chief naturalist. All of his other assignments at Capitol Reef NP, Big Horn Canyon NRA and Death Valley NM were as chief naturalist.

Olson was known for his ability to take ailing programs and build them into healthy, active ones. He was complimented at Harper's Ferry for his writing ability. While at Capitol Reef NP, he and Helen wrote *The Story Behind the Scenery, Capitol Reef*. They had just rewritten captions for an updated edition.

Virgil retired in 1986 and moved to his beloved Colorado Mountains where he first started his love affair with nature and the national parks.

Helen can be reached at daughter Martha's home (2085 Cameliam Lane, Eagan, MN 55122). She remarked that for her and for Virgil "the National Park Service was our life and our mission."

**William G. (Bill) Carnes**, 83, died on July 29, after a long bout with cancer. Carnes was born in LaPlata, MO, in 1907. He received his BS in landscape architecture from the University of California. His NPS career began with a temporary appointment at Sequoia NP as a surveyor. In 1936 he entered on duty in the Washington Office as assistant chief of design and construction, serving as an assistant to Tom Vint.

In 1955 Carnes was assigned by then director Conrad L. Wirth to head a seven-man task force to develop the Mission 66 project. He served as deputy assistant director from 1959 to 1962, retiring in August of that year to head the Department of Landscape Architecture at the University of Illinois.

Carnes' teaching played a leading role in the number of awards won by his students. Among the awards were the ASLA award for student work and a plaque for the most significant professional work of the year. In presenting the Landscape Architecture Foundation's Alfred B. LaGasse Medal to Bill in 1985, President Courtland P. Paul said "Bill's pioneer efforts in the field of National Park landscape design and its application to the natural resources have been inspirational to us all."

Carnes also received the Department of the Interior's Meritorious Service Award and Distinguished Service Award.

Bill is survived by his wife, Vera (621 Los Diamantes, Green Valley, AZ 85614), his daughter, Karen, and a grandson. Those making a memorial donation in his memory may send it to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.



## BUSINESS NEWS

Thanks to a gift from Frederick L. Rath, Jr., and Marian Albright Schenck, reprints of Horace Albright's final article, "My Trips with Harold Ickes: Reminiscences of a Preservation Pioneer," published in the Spring 1990 issue of *Washington History*, have been made available to E&AA. According to the forward penned by Mr. Rath, the pamphlet-length article contains "new information about how a series of Washington-based trips taken by Albright with Secretary of Interior Harold Ickes promoted the cause of historic preservation in the Park Service."

Handsomely bound copies of the article are available to E&AA members at \$10 each. Copies also are available as a benefit of Life membership (remittance of \$100) or of elevation to the next level of special membership (\$100 remittance).

There's nothing like having the right calendar to set the tone for the new year. Tearing away the wrapping and flipping through the first pictures carries with it all the excitement and promise of the months ahead. This year let Keith Hoofnagle's rangers calendar

help you celebrate the 75th anniversary of the National Park Service. Full of interesting tidbits, from the designation dates of parks to the years in service of NPS directors, the calendar colorfully depicts the shy little guys that for years have "reminded us of things we would rather forget," as Bob Barbee observes. The calendar is available to *Courier* readers for \$8.95 per calendar (postage and handling included). Send requests to E&AA, P.O. Box 1490, Falls Church, VA 22041.

The Employees Association of Wupatki and Sunset Crater NMs generously donated a check for \$86.73 to the Education Trust Fund as the association's quarterly contribution.

E&AA's Education Trust Fund once again is a winner. The Denver Service Center and the Rocky Mountain Region held a silent auction that resulted in a donation to the fund of \$1,727. The money arrived just in time for the fall round of school loans and was very welcome.

E&AA thanks everyone at the service center and the regional office who contributed so

generously to the success of the event, most especially to Howard Haiges, Len Hooper, and Jo Ann Smith who organized the event.

Santa Monica Mountains NRA Superintendent David E. Gackenbach recently announced the park area's second celebration of the annual Frank F. Kowski Memorial Golf Tournament, held October 15. The tournament fee of \$45 includes lunch, riding carts, and green fees, with \$5 of each fee going to E&AA's Education Trust Fund. Players and non-players alike are encouraged to attend. There will be plaques for the winners and a raffle with prizes ranging from a suite for two at the Westlake Hyatt Plaza to a variety of gift certificates. Tournament coordinators Jean Bray and Bruce Powell have brought in \$2,500 in sponsor donations. The tournament will be a big event, and Santa Monica Mountains NRA coordinators hope to see a lot of participants there. For more information contact Jean Bray at 30401 Agoura Road, Suite 100, Agoura Hills, CA 91301.

## MEMBER NEWS

*Why were national parks created? Somewhere in musty legal documents it says they were created for the benefit and enjoyment of the people of the United States.*

*A beautiful dream exists that they were created to maintain forever, nature in its wildest, most primitive state, without stroke or strait.*

*The government has spent millions of dollars to make them available to visitors, who were assured that everything would be done for their benefit and enjoyment. To this end roads and trails have been constructed, buildings erected and many other things done, including commercializing of everything in sight.*

*Which plan shall be maintained?*

*William Gladstone Steel (1932)*

If this question bothered the "Granddaddy" of Crater Lake NP (established May 1902) in 1932, is it any wonder the question is still asked today?

What would Will Steel say on the eve of the National Park Service's diamond anniversary?

The national park system has grown in numbers and tremendous acreage. Billions of dollars have been spent to make the parks available to visitors. Hundreds of millions of visitors have enjoyed the "crown jewels." But



what about the future?

Are we going to build more roads and trails, buildings, campgrounds, and parking areas for more cars?

On the threshold of the diamond anniversary are the politicians and planners going to insist on more facilities, so more millions can be assured that everything will be done for their benefit and enjoyment?

George W. Fry

A private ceremony was held in mid-August that celebrated the life of Horace Albright through the dedication in his memory of a remote backcountry waterfall in Yellowstone NP. The newly dedicated Albright Falls is located on an unnamed stream flowing into Bechler Canyon and the Bechler River from the southwest. A sign was placed at the site to commemorate the dedication. Those who attended the ceremony included Albright's daughter and granddaughter, Marian Schenck and Susan Isaacson, and Albright's nephew, Stan Albright.

L. Boyd Finch (1734 South Regina Cleri, Tucson, AZ 85710, ret'd 1981 as SERO associate RD) and his wife, Polly, are third-generation Arizonans and University of Arizona grads. Thus it made perfect sense that they would retire to that part of the country. Since then Boyd has finished his first book, A Southwestern Land Scam: The 1859 Report of The Mowry City Association, published by Friends of the University of Arizona Library. He says it "tells the story behind what has been described as 'the rarest of all books relating to Arizona.'" The book is available for sale from the University of Arizona Main Library Office, Tucson, AZ 85721. Boyd says all he receives from publication of the book is "the glory."

David and Mollie O'Kane report that his county design and construction crews are busy with road projects in Friday Harbor, WA. The couple still are madly photographing everything in sight and even winning a few firsts with the San Juan Island Camera Club.

William L. (Bill) Fetherstone celebrated his 75th birthday on August 6 at their summer

home in Grand Lake, CO. Ida, his wife of 49 years, and their two sons had a hard time deciding what to get Bill for this important birthday celebration. When they decided on E&AA Life membership, a certificate was prepared immediately and mailed out in time to reach Bill on his big day.

Curtis Hooper O'Sullivan has been appointed to a three-year term on the Napa City/County Library Commission by the town of Yountville. He also was re-elected to a two-year term as president of the Veterans Home Historians, with extra duty as Executive Director of the Veterans Home Museum. In spite of his schedule, he still finds time to see his "youngsters" and the occasional old friend visiting the Valley.

Donald Dayton (ret'd SWR deputy RD 1988) has been elected president of the Eldorado Community Improvement Association, the governing body of the subdivision where John Clay lives. Clay (ret'd sup't, Southern Arizona Group 1987) says this makes Dayton the mayor.

Volunteer Events Chairman Luis Gastellum reported that the Southwest Golfing Geriatrics group enjoyed another successful reunion with 80 alumni, employees and friends, who participated in three days of golfing and social activities. The principle event was held on April 3 when golfers competed for the travelling trophy awarded for the past 14 years to the man and woman alumni golfer with the lowest scores under the Calloway system. This year the trophy went to Ed Donnelly and Barbara Rumburg. Southwest Golfing Geriatrics generously donated \$325 to the Education Trust Fund. Eighteen of those present also plan to attend the E&AA Biennial Reunion September 10-14 at Glacier and Waterton Lakes NPs.

The June/July issue of *Modern Maturity* contained a series of profiles titled "Everyday Heroes," featuring men and women who represent "the vast diversity and great commitment of America's volunteers." Retired NPS ranger, Anthony Stark was one of those profiled. Here is the way in which the magazine

described his activities.

"During his 30 years as a park ranger, Anthony (Tony) Stark developed a skill for drafting regulations and getting them through to Washington. He used his talent again after his retirement, when he sat on the East Tennessee Coalition on Advocacy's subcommittee on nursing-home reform. Stark soon got involved in drafting legislation for the state on these critical issues; in the process, he became chairman of the new Tennessee Coalition for Nursing Home Reform. (He is also chairman of the AARP State Legislative Committee.) The first major piece of legislation took effect in 1987. As a nursing-home ombudsman in East Tennessee, Stark notes the needs still to be addressed. And though challenges remain, says the activist, 'It's nice knowing we're gradually getting things done.'"

Connie Williams enjoyed a trip down the East Coast of Florida and back up the West Coast. She visited St. Augustine where she chatted with Kay Thomas, also retired. Kay keeps busy with volunteer work at a St. Augustine hospital. Connie reports that she is enjoying her Kitty Hawk retirement and is now learning to shoot pool.

Bill and Margorie Proper have relocated to Woodland Home, 1301 Virginia Ave., Harrisonburg, VA 22801. Bill retired in 1968 as a personnel specialists in WASO.



## FOUNDERS DAY – 1990



**M**ore than 200 Washington area NPS employees, alumni and their families spent Saturday afternoon together on August 25 at Fort Hunt Park, located along the George Washington Memorial Parkway. They gathered with a common objective—to celebrate the 74th anniversary of the National Park Service with each other—not simply the way they spend time together during the work week, but less formally, minus the stress, laughing, playing around, remembering the organization they work for and what they contribute to it. There were speeches—but not too many. There was food—a lot of that. There were children—because every good picnic has to have children. And there was one heart-stopping moment when the U.S. Park Police demonstrated helicopter rappelling and all those previously mentioned children stood around, eyes popping and bodies awesomely still, as the massive machine, so many times larger than they, whirled to life and took off from the picnic grounds. All in all, the afternoon offered opportunities for a grand old time, when problems at home and problems abroad meant less for the moment than the time the hot dogs would be served and whether or not there would be enough icy cold popsicles to go around. This photo spread tells a part of the 1990 Founders Day Celebration story.





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# COURIER

NEWS MAGAZINE OF THE NATIONAL PARK SERVICE



# COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

Volume 35, Number 11

November/December 1990



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## COVER

**Bill Clark, National Capital Region's energetic photographer**, captured this month's front cover during a special tour of the White House led by First Lady Barbara Bush. Taken in Cross Hall with a view of the 18-century Italian creche at the end of the tree line, it suggests the grandeur of the holidays in the nation's capital.

Officer K. B. Fornshill provided the back cover, depicting the flip side of the Washington holidays.



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## THINNING THE BLOOD

I have a growing concern that we, as a nation, are "thinning the blood" of our national park system. In using the term, "thinning the blood" I am referring to the problem of lowering our standards, being willing to accept something that is less than nationally significant into our park system.

These concerns grow stronger as I see so many things that need to be done to take proper care of our present system, and how stretched our personnel are to try to accomplish their work. In short, I am concerned that we are spreading our limited resources over a growing base and that, as a result, we may suffer the possibility of sliding into mediocrity rather than continuing to enjoy the prominence that we have long received.

Obviously I am not going to name any specific parks or park proposals here. It is not my intention to offend our Congressional leaders or our own NPS personnel. However, I do hope you will take a few moments after reading this to reflect on some of the additional parks—and the duties associated with them—that we have acquired during the past ten to fifteen years. Compare them to the "crown jewels" with which we long have been entrusted.

In a recent meeting, my Canadian counterpart indicated that Parks Canada has a goal of completing its park system by the year 2000. That is an interesting concept. What could he mean? How would you *complete* a park system?

In a nutshell, he indicated that they have defined a number of major theme areas that should be represented in the natural parks of Canada. Certain types of topography might be one example. Areas of unique plant diversity might be another. Another might be certain types of complete ecosystems. They believe they have properly identified the theme areas to be acquired. Therefore, once those requirements have been fulfilled, the park system of Canada would be complete.

Of course, he had to fudge a bit and admit that they would not expect the historical and cultural parks to be complete as each day puts down a new element of history and culture to be considered for possible future park status.

It is an interesting concept—to complete something. I had a similar experience in my home state that involved nature preserves. We had done our homework, inventorying the state's natural resources. We became convinced that we knew what was worth saving and that we



could accurately predict which of these valuable resources would be gone if we didn't act quickly. Working with The Nature Conservancy, we went to the legislature and laid our story out.

Our story was that we needed to acquire certain areas and that once we had acquired them our nature preserve system would be complete. Their response was disbelief. They asked, "Do you mean you wouldn't be coming back to us year after year, asking for new areas as you have been?"

Our answer was "yes."

They were fascinated by the concept and, after the mechanics of the plan were worked out, they bought into it. As a result, Indiana has one of the finest nature preserve systems in the country.

I throw this idea out, not as a possible NPS approach but as food for thought. I do know, however, that we can't continue to expand the system indefinitely. There are limits. As far as I'm aware, no one has ever run the 100-yard dash in nothing flat. In the same way, we can't transform the whole of the United States into a national park.

That doesn't mean that we should quit looking for new areas. It does mean that these areas should undergo rigorous examination prior to being proposed for inclusion. I would not want to see our "crown jewels" suffer further deterioration at the expense of adding new parks that might more readily fit into the management categories of state and local governments or private management by individuals and organizations. You, at the grassroots of the NPS—whether in management, planning, science, interpretation, or any of the other important areas of park responsibility—can play a big role in these tough decisions. As you talk with local people or Congressional members and staff, give them your best and most honest advice. To us falls the consequences of the possible "thinning of the blood."

James M. Ridenour

## FROM THE EDITOR

The last thing I will do on Christmas Eve is step into my son's room to watch him sleep. These few moments of unguarded quiet are a ritual I have performed every evening of our lives together. He lies there, floating in dreams, unaware of me, unaware of my dreams for him. The curve of his small arm still grips his teddy bear in sleep, as if he took precaution to anchor himself in the waking world and thereby create a route of return for the morning. I know that beneath the effigy of his stillness the warrior lies, and that it will rise with him to run and jump and sing his happy songs in morning light. And yet tonight, unguarded, he sleeps.

I am mindful of him there. I watch the breath rise and fall, the muscles rest in easy comfort, unneeded for the journey he is taking now. He is another child, not mine, at least not the animated, bemuscled one I know—rather the child that rests within the child and that I see at moments such as this when the energy has been stilled. For me, he is like the land in winter and I am able at this season to see his contours more clearly than at any other.

Yet I am mindful of him in all in his phases. As a parent, I must be. To know him, to protect him, to help him know himself, I must watch the way his days fit together, the way they work on him like water on a stone, shaping the man he will become. Such study is what we do with those we love. It is one way we bond with them, soundlessly expressing that they are important enough to us to be known and accepted for who they are.

There is another child I watch with as singular devotion, a child whose existence has given me the opportunity to learn about myself, to grow as it as grown. It does not grip a teddy bear and breathe softly, but I love it. That child, of course, is this publication, and I love it, as every editor before me must have loved it, not for its seamless perfection but for its potential—the way it can and sometimes does reflect the strivings of the human spirit to do good.

But the Wheel of Fortune rises and falls for everyone, and, at the present, this second child of mine—this child that I have watched and loved and helped to grow—is experiencing a rather precipitous downward ride. In early fall the company printing the magazine declared

itself bankrupt. All issues since September have been affected by the scramble to find a new printer. Then the budget for the magazine was cut as Congress adjourned. So although I would like to think that it is business-as-usual for this second child of mine, the truth is that it is not. Next year, the magazine will appear only on a quarterly basis. This means I will not have space for much information I would have liked to include, and I feel disappointed in that.

Fortunately, every downward direction of the Wheel eventually takes an opposite upward turn. This is one lesson that careful observation proves. We learn that, although the upward spiral may not be yet, it comes. In winter roots sink deep into the earth; in spring the same spirit of life shoots upward. My child, lost in dreams, holds in his bones and muscles the potential for future growth. The *Courier* does the same. Next year's exploration will not be same as the previous year's pursuit. Faced with change, next year's *Courier* may not even build on what has gone before. Nevertheless, I hope that the spirit of the magazine will continue to be felt in the Service's 75th anniversary year. Beyond that wish, at Christmas—since Christmas is a time for wishing—I also hope that, with or without the contribution of the *Courier*, this important anniversary will serve employees as a springboard for greater personal and professional deepening, that in some manner it will permit the organization to probe the potential for increased mindfulness of where it stands and commitment to what it stands for.

But what, indeed, is mindfulness? A recent book defines it as a state of continual alertness to where we are. To be mindful is to be a barometer of sorts, consciously taking note of the slightest fluctuations of change around us and compiling so precise an awareness that the character of a day can be recalled in its exactness. But what does mindfulness enable us to do? I think it helps us live a little more clear-headedly in the present. It gives us a reasonably accurate reading of the way the world works; it informs us when someone is sick or needy, in the myriad ways the human race can be both of these things; it establishes common ground from which we can reach out to help each other as well as the natural world; it makes who we are individually less important than who we can be collectively.

And, yes, to be mindful is to assume a certain amount of responsibility for where we

stand ethically and for those we stand with. And this *is* work, but work worth doing, which we as a nation and as a world sorely need to do more of.

It is much easier to be self-absorbed. The reality of our individual needs can be so all consuming that to see beyond its shadow requires a personal battle as fierce as that of any war. And yet to wage that battle and to win is to find ourselves upheld and upholding others.

I think of this in connection with the National Park Service and with so many other aspects of life as we know it here at the end of yet another year. I think of the National Park Service's stewardship responsibilities—the jobs that we are paid to do—and yet I also suspect that they will never be done with the kind of thoroughness the resources deserve until these same stewardship responsibilities become the unofficial duties of everyone, until everyone accepts responsibility for the litter on the ground and the chloroflurocarbons in the air and the destruction of rainforests and the intensity of unresolved human pain—until we all become more mindful of where we stand and who we stand with.

But how could this ever be? To achieve it would be to give birth to Utopia. And utopias have never been known to last very long. For the most part, we are too much like grown-up children to make them work—too busy trying to blame the children whose misfortune it is to stand behind us in line. And yet...

And yet...

We are blessed also, because like these same children, we are surrounded by those who willingly stand in the room with us as we sleep, watching and hoping as we struggle to grow. We have organizations like the Park Service, that, imperfectly, in an imperfect world, do what they can to preserve our national heritage until, collectively and individually, as Americans, we grow to where we are able to recognize and to carry out some of these responsibilities for ourselves—until we too become mindful. We also have friends and even strangers who sometimes and unexpectedly reach out their hands in loving recognition and support as we evolve.

Such love is shared in different ways, as this Christmas issue of the *Courier* shows. It appears in the painful profiles and convicting words from Maria Gonzales, a U.S. Park Police sergeant who writes about the condition of the homeless, and, indirectly,



about those whose lives they touch. It shines in Jim McDaniels' article, written on short notice but with the personal commitment to share a good story. Finally, it pounds with a strong current in Steve Beesley's article, *To Stand Up Straight and Hope*.

Nevertheless, if there were only one article in this issue that I could recommend, it would be Steve's. His is strong medicine: an answer to all who say "I can't": an example to even the bravest of us—that we have all the strength and courage and creative possibility that we need within us, to draw on during even the darkest times. And Steve's article is a contribution not offered lightly, but with the passion of someone who has lived his own words, who has stepped forward with courage to accept the challenge that has been offered him. During the Christmas season and throughout the year, it is up to each of us to do the same.

More than any other holiday, Christmas challenges us to be aware of who we are and what we stand for, to see ourselves not in the context of our solitary journey but in all the other journeys being made around us. In the glow of this amazing time, we are asked to put aside the dailiness of our lives, to regard each other and humanity with a freshness akin to new love. We come closer to our fellow travellers now, at this time, than at any other because, like my son in his bed, we allow our vulnerability to be known. We choose to know the vulnerability of others.

Then suddenly, unexpectedly, the miracle happens.

It is Christmas.

And at Christmas, the vulnerable honesty of unguarded sleep can be respected.

And so I stand, listening to the gentle flow of breath from the child that means more to me than any other. But my thoughts are with my second child as well, that child which has safely come to the end of another year, though with little prospect of seeing such an untroubled journey in the next. Nevertheless, I know that trouble stretches us; pain causes us to grow. The Wheel of Fortune carries travelers in both directions, and so, with Steve Beesley, we stand up straight and hope.

## FOR THOSE WHO REMEMBER LONG

Denis P. Galvin

The national park system is a collection of places. The Service's management policies suggest that these places possess "...a high degree of integrity of location, design, setting, materials, feeling, and association." Certainly we frequently have applied these criteria to the setting of historic events. Less often have we been asked to probe the relationship between place and the creative process.

Recently bills have added the J. Alden Weir Farm in Connecticut to the national park system and authorized a study that would result in the preservation of sites associated with the early history of jazz in New Orleans.

The criteria are relatively straightforward in testing a battlefield, or a birthplace, or the highest mountain for inclusion in the system. But how do we judge a painting, or a poem, or a jazz improvisation trumpeted in a New Orleans Square 90 years ago and lost as soon as it was created?

As a visitor, the sites I enjoy most are those that are intrinsically descriptive—places where interpretation supplements the evidence of the senses and the knowledge one brings. Not many places meet this stern test. Success is made even more difficult if the goal is to preserve creative acts or movements or works that may have only tangential relationship to the place they were created.

Recently I visited the Robert Frost Farm in Derry, New Hampshire (a unit of the state division of parks and recreation). Frost farmed and taught school and wrote poetry there from 1900 to 1911. It is a national historic landmark.

We commemorate the significance of this place not as a farm or a teacher's home. Nevertheless the site does tell a story of those occupations as practiced in rural New England at the turn of the century. All portions of its L-shape, from the parlor to the barn, can be reached without going outside—silent tribute to its northern location and the severity of

winter there. As usual with structures of this age, I note things we had when I was a child: a black cast iron stove in the kitchen, a washboard, a clothes mangle.

But visitors do not come because the farm is a rural exemplar. On a grey and drizzly afternoon the English family, the elderly couple from New York, the woman from Pennsylvania, and the family from Virginia come to discover something about the poet and his poetry, something tucked away in a room perhaps or in an angle of land that inspired a thought burnished to a line and cherished for a lifetime.

Frost valued the farm as the source of his early work and wrote "I might say the core of all my writing was probably the five free years I had there on the farm down the road from Derry Village..." He was distressed when it passed out of farming and became an auto graveyard. His resolve to reclaim it was never fulfilled. Later, others did that.

As we take the tour our guide points to a spot in an upstairs bedroom where Frost kept a telescope. It is gone but some lines fill its absence:

*The best thing we're put here for's to see;  
The strongest thing that's given us to see  
with's  
A telescope. Someone in every town  
Seems to me owes it to the town to keep one.  
In Littleton it may as well be me.*

*Outside we walk where there was orchard...  
My long two-pointed ladder's sticking  
through a tree  
Toward heaven still,  
And there's a barrel that I didn't fill  
Beside it...*

...And come to a stone wall on the property line, no longer dividing pine and apple orchard but still defining "good neighbors":

*And some are loaves and some so nearly  
balls*

*We have to use a spell to make them  
balance:*

*'Stay where you are until our backs are  
turned!'*

---

*When power leads man toward arrogance, poetry reminds him of his limitations. When power narrows the areas of man's concern, poetry reminds him of the richness and diversity of his existence. When power corrupts, poetry cleanses, for art establishes the basic human truths which must serve as the touchstone of our judgement.*

— John F. Kennedy

On the other side of the farm is Hyla Brook:

*By June our brook's run out of song and speed...*

But in this wet summer, it still trickles in August, yet Frost's conclusion abides:  
*A brook to none but who remember long,  
 This as it will be seen is other far  
 Than with brooks taken elsewhere in song.  
 We love the things we love for what they are.*

Frost condemned one old house to sacrificial flames:  
*Some sympathy was wasted on the house,  
 A good old-timer dating back along;  
 But a house isn't sentient; the house  
 Didn't feel anything. And if it did,  
 Why not regard it as a sacrifice,  
 And an old-fashioned sacrifice by fire,  
 Instead of a new-fashioned one at auction?*

And perhaps this farm "isn't sentient," but this poet's art is bound to images of place—common places described in deceptively simple language that teases truth out of hiding. To love the poem "Mending Wall," it is not necessary to see the wall that Frost and his neighbor, Napoleon Guay, repaired, but seeing it heightens my wonder at the act of creativity it inspired.

From this modest New Hampshire farm the poet nurtured ideas that still stimulate. Others farmed before and after him here but no one else extracted so lasting a crop. Like Hyla Brook, perhaps the farm has "run out of song..." But it is filled with song for those "...who remember long."

The American artist Allan Gusson defined place as "...a piece of the whole environment that has been claimed by feelings..." Frost's emotional claim on his Derry Farm shaped his art and his art has shaped the view of thousands about land and love and labor. Here creativity and place were linked. The preservation of such places can provide a measure of our culture as meaningful as battlefields or birthplaces.

## THE PERSONNEL SIDE

Terrie Fajardo

I could hear the rumbling of packages outside my office door as Pat put on his coat. "Terrie, I don't like leaving you alone like

this," he said, calling around the door jam. "The building's practically deserted."

"Don't worry," I said, "You go on. It's Christmas Eve. Get a head start on the festivities!"

Reluctantly Pat left. I went around making sure all the doors were locked and the lights out, except the one in my office. I still needed to finish my letter to Santa.

### Dear Santa:

I know you haven't heard from me in more than twenty years (O.K., so it's been thirty!) but I thought I'd see if you could use a few employment tips as stocking stuffers. You could put them on a Xerox sheet, and, with a little ribbon, they could be very festive. Anyway, someone might find something useful here to help them find or keep a job. So here goes!

### When applying for a job, remember:

1. Each time you apply for a vacancy, update your SF-171. Make sure it contains the job you currently hold and that it's described accurately.
2. On the front page, don't forget to complete the question concerning the various types of appointments you have held. Be specific: if you served a temporary or excepted appointment, include that information. Especially include the dates you held it.
3. Be sure the form contains your current address and telephone number. If you can't be found, you can't be interviewed.
4. When completing the sections on your current position, remember the difference between the date of your last promotion and the date of your last within grade. The question asks the date of your last promotion, not within grade. This is important information because it indicates how long you have held your current grade level. For all grades above GS-5, you must be in grade one year before you can be promoted to another grade level.
5. When listing your college education, be sure you include the date you graduated and the type of degree. If you have not graduated, you can indicate the date you expect to receive your degree. Also list your college courses in the space provided or on bond paper, including the number of credits received for each course. If possible, attach a copy of your college transcript; it lists all the information the personnel office may need.
6. Answer all the questions on the last page of the SF-171. If these questions are not answered, the personnel office cannot accept the form. Also, please remember to sign and date the form. The application is no good without your signature.
7. If a Supplemental Experience Question-

naire is attached to the vacancy announcement, make sure you complete and return it with your application. It provides the selecting official with the most relevant information concerning your experience/education relative to the position being filled.

8. Attach a copy of your most recent performance appraisal. Oftentimes, the information gained in reviewing the performance appraisal reinforces many of the questions selecting officials ask during reference checks.

9. Be complete but don't send unnecessary materials like your college thesis, every appreciation letter you ever received, or copies of your most recent articles. If writing samples are needed, the selecting official will request them at the time of the interview.

10. When going for an interview, be prepared. Know the impression you want to leave and the information you want to get. Just because you applied doesn't mean that you necessarily want this job. You need to know more about it—not the hours of duty or when you go to lunch but what the job entails. Dress neatly for the interview, and don't be late. Don't be nervous either, but don't be so casual that the interviewer fails to take you seriously. Answer all questions fully and truthfully. Have questions of your own ready.

### After you get the job, remember:

1. If you're a supervisor, your staff looks to you for guidance. They also look to you for encouragement and appreciation. Make sure you give an even measure of both. Remember to use the Awards program in your region/WASO. Recognizing good work encourages continued performance.
2. If you're an employee, don't be afraid to discuss job-related problems with your supervisor. Unless you speak up, things will not get better. Also, give your best effort. Do the job you were hired to do. Try not to make unnecessary personal phone calls or leave your desk for long periods of time. Supervisors rely on you, because "if you don't do it, it don't get done!"

Well, Santa that's about all. Hope you can use this information. If you're stuck for a gift idea, you can always give out little plaques that say, "Do unto others..." I think people forget about that. If they remembered more often, we could eliminate employee relations from the personnel office.

Hope you and Rudolph, Donner, and the gang have a great flight tonight. I've left out the cookies as usual and I remembered the low fat milk! Merry Christmas!

Love, Terrie



## THE PUBLIC SPEAKS

I was a "Johnny-Come-Lately" to this Northwest Country. I met and married during World War II. I came from Kansas City, and in that place all of our lumber was shipped in from the West Coast. A man by the name of R. A. Long did most of the shipping. He built Longview, Washington....

Later on in my life I became involved in photography, and, along with my oldest son, traveled over most of the country west of the Mississippi, photographing the scenery. Even as we did this, you could see the country being changed by its human habitants. I recently



read that Zane Grey's cabin was burned down in a forest fire: we had photographed that place. We had done the same with Mark Twain's cabin in the Gold Rush country (burned down also, and then restored).

There were ghost towns everywhere, no longer populated by the people who built them....Places like Yosemite were so crowded that we could not find a campsite during the summer season. Yellowstone had a major fire after we visited the place. In Utah they were



worried about the prospect of having their Canyonlands region used as a dumpsite for atomic waste.

This Western country may never be the same again, and I am glad that we had the opportunity to view it while it still had some resemblance to the scenes that greeted the pioneers.

As I said, I consider myself to be a relative newcomer.... My great grandparents were headed for Oregon when they decided to remain in a little town called Drexel on the bor-



der between Kansas and Missouri. I finally completed the journey for them: I am glad that I did.

To me, this American West is the most special place in the world. But it has been my experience that human words have little effect on the eventual disposition of this environ-



ment in which we live. In the end, it seems to come down to that old Spanish saying, "Que sara sara."

In the future perhaps the only reminder that we will have of what used to be in this part of the world will be the photographs which were taken by people like myself, and a myriad other peripatetic shutterbugs.

George Gould, Portland, OR

## SURROUNDED BY FRIENDLY FIRE

Dixie

Slippery sidewalks; biting wind chill, charge card\$ tossed in the fray...

It's Christma\$time in Hub City.

When I hear about our rurality-based rangers and staff who have to drive 50 to 100 miles to get the necessities of life, I wonder if they would like to trade places with us urban dwellers, who are able to fritter away all of our income within minutes of the office. This time of year, it's especially dangerous to be that close to the "goods." Perhaps "Nowhere To Run, Nowhere to Hide" should be an official carole.

I've been considering having my paycheck (we are still paid, no?) automatically zapped into my bank. But recently a Rand McNally Outlet store opened up a mere 180 paces down State Street. I'm thinking maybe I should have it electronically whizzed to them and avoid the middle guy. What stuff they have! Great gifts for children in this un-geographied society. No Mutant Reptile icons will fall out of my holiday wrappings!

Rand MapAlley plopped itself just about across the street from my camera store, a long-time pocket of doom for any of my excess cash. Feeding four cameras does have drawback\$, but cost is forgotten if the resultant photos preserve great memories.

Going in the opposite direction provides no solace. Only 300 strides away is the Boston Globe's Old Corner Bookstore. Literary celebrities of Colonial Beantown met there, and now it is a four-star shoppe for those looking for Hub, New England, USA and worldwide travel books.

Of course all of this presupposes that one can escape the quality items strewn about the Boston NHP/Eastern Park & Monument Association bookstore right in the Regional Office entrance.

Around two more corners is Bay State Coin Company, a tiny quagmire for collectors of coins and, yes, baseball cards. For a hobby based upon innocent childhood memorabilia, it's now comforting to know ONE honorable store manager who can analyze trends, predict shortfalls and surpluses, and offer a "deal" on any card(s) in his case.

When the "shop til ya drop" fever subsides, there's always the Old Towne's Boston Garden—only two train stops away (or ten minutes by sneaker). The Guys in Green Shorts have already cashed my check. Their doings are "free" til May.

When the New Year arrives we'll be officially into our 75th-year celebration. Don't get too lax or giddy and forget the Hill Street Sargeant's sound advice, "Let's be careful out there!"

# CHRISTMAS AT THE WHITE HOUSE

One warm spring day in the year 1790, George Washington and his planner, Pierre L'Enfant, stood on a ridge overlooking the Potomac River and selected the site for the President's House. During the next ten years, construction continued on the building that was to become the home and office of all future presidents. Today, the White House, a powerful and evocative American symbol, is a unit of the national park system. National Park Service employees work closely with the Chief Usher and others of the President's staff to ensure a high level of service to the First Family, staff and visitors.

Along with the functions of maintenance, visitor services, planning, design, and historic preservation, the many National Park Service employees associated with the White House particularly enjoy working with the Chief Usher and the Executive Residence staff to present the White House in Christmas splendor to more than 100,000 visitors during the holiday season each year.

Many White House Christmas traditions can be traced back to our Virginia presidents—George Washington, Thomas Jefferson, James Madison and James Monroe. Although Washington never experienced a "White House Christmas," we know this was always a special day for him. Albert J. Menendez, in *Christmas in the White House*, says, "George Washington always kept Christmas with an abundance of joy and merrymaking. As a Virginia gentleman, he welcomed visitors and friends to his plantation with open arms. The food was sumptuous, the fire crackling, and the conversation animated."

This tradition of holiday merrymaking, which often lasted a month or more, was carried into the White House by the ensuing Virginia presidents. Jefferson, Madison and Monroe brought to the White House their traditional holiday customs of eating, drinking, games and good fellowship.

Later presidents celebrated their Christmases in different ways. Andrew Jackson, who lost his mother when he was a child, spent one Christmas at an orphanage, distributing gifts and sweets. Abraham Lincoln invited a group of street urchins in for Christmas dinner, much to the chagrin of the White House chef. Chester A. Arthur fed a crowd of 500 needy children one Christmas, and, in 1891, Benjamin Harrison dressed as Santa Claus and entertained his children and grandchildren.

Not every White House Christmas was a festive occasion. In 1941, according to Dr. William Seale in *The President's House: A History*, controversy clouded Christmas as the Secret Service

argued against lighting the national Christmas tree in Lafayette Park to preserve the wartime blackout. Franklin Roosevelt compromised with his security aides, and, with Winston Churchill at his side, threw the switch lighting a tree on the south lawn of the White House, to the delight of nearly 10,000 onlookers.

When Jimmy Carter threw the switch to light the national Christmas tree in December, 1980, the tree remained dark. Only the star at its tip twinkled on. An audible gasp rose from the crowd of thousands, all of whom thought they had witnessed an



State Dining Room



embarrassing electrical malfunction. But a handful of National Park Service employees knew better. In accordance with a closely held secret plan, they implemented the President's order that only the star would remain lit until all American hostages returned from Iran. A month later, on Inauguration Day, 1981, the hostages were released and the tree fully lit.

Just as National Park Service employees worked behind the scenes in 1980 to implement the secret lighting design for the national Christmas tree, so they have quietly supported the efforts

of First Families and their staffs to showcase the White House through many holiday seasons. National Park Service gardeners, electricians, carpenters, motor vehicle operators, and other skilled professionals, teamed with employees from the Executive Residence and volunteers, have worked diligently each year to transform the public rooms of the White House into a winter wonderland for visitors.

The design of each year's Christmas decorations begins shortly after the previous year's decorations are struck. Following



extensive consultation within the White House, a theme is selected by the First Lady. The theme for 1983 was "an old-fashioned Christmas." The design featured displays of antique dolls in the East Room, Cross Hall and Grand Foyer. The dolls were loaned to the White House from the Margaret Woodbury Strong Museum in Rochester, New York, and included Lenci dolls, in their original costumes, first made in 1919 in Turin, Italy. Also displayed were French fashion dolls, popular from 1865-1885, and china-head dolls from Germany, Denmark and Austria.

The White House Christmas tree in 1983 was a 20-foot Noble fir grown in Orting, Washington. Traditionally located in the Blue Room, the tree was decorated that year with 1,200 toy, doll and doll-house objects, some dating back to 1865. In addition, volunteers from a local drug rehabilitation center helped Mrs. Reagan decorate the tree with 500 foil ornaments replicating handmade decorations commonly found on American Christmas trees in the early 1900s.

The "old-fashioned Christmas" theme returned in 1985, with a "turn of the century" variation. Most of the decorations were made by the tradesmen of the Executive Residence and National Park Service, with assistance from volunteers. Visitors entering the White House through the East Wing Garden Room enjoyed a 12-foot tall poinsettia tree, created with dozens of potted pink and white poinsettia plants. A display of official White House Christmas cards, dating back to the first one sent by President and Mrs. Eisenhower in 1953, decorated the East Foyer.

"A musical Christmas" was the theme for 1987. The East Room was transformed into a winter wonderland, with six 21-foot and two 12-foot spruce trees, each covered with tiny white lights, snowflakes, icicles and tinsel. The official White House Christmas tree that year was an 18-foot Fraser fir from Crawford County, Pennsylvania. It was decorated by staff and volunteers with hundreds of miniature musical instruments and rolls of sheet music. The White House carpenter shop made 350 wooden toys for the tree.

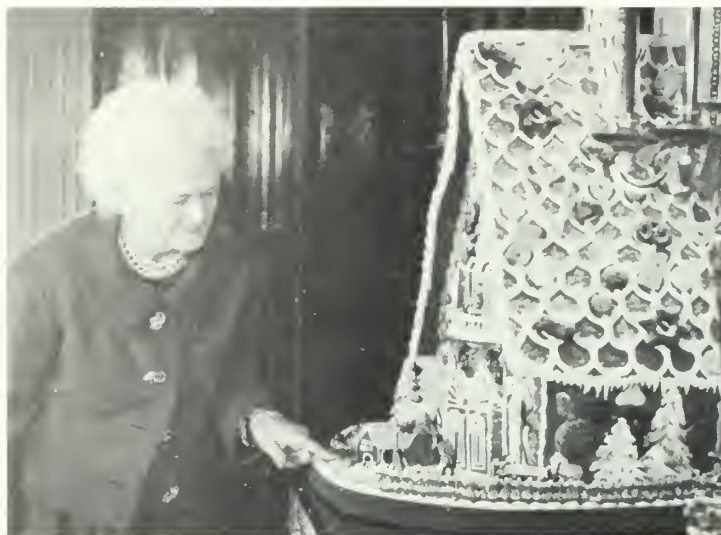
Perhaps the highlight of 1987 was the series of hand-made scenes adorning many of the mantels on the state floor. These displays included characters depicting favorite Christmas songs such as "Rudolph The Red-Nosed Reindeer," "Frosty the Snowman," "Parade of The Wooden Soldiers," and "Suzy Snowflake."

The 1989 theme, "A Storybook Christmas," carried a special message about President and Mrs. Bush's concern for building a more literate America. The Blue Room tree, an 18-foot Fraser fir from Spartansburg, Pennsylvania, was decorated with 80 soft sculptures of well-known characters from literature. Mrs. Rumphius, the Mad Hatter, Tin Man, the Little Lame Prince, Mary

Poppins, Pinocchio, Moon Shadow and Poky Little Puppy all perched on boughs of fir, while books for all ages, tied with red ribbons, rested beneath the tree.

In keeping with a 20-year tradition, the White House Executive Chef again baked a traditional, old world gingerbread house for the State Dining Room. The 1989 version stood 36 inches tall, weighed 45 pounds and featured Hansel and Gretel in the front yard.

While the decorating themes may change from year to year, some traditions like the gingerbread house recur every Christmas. The use of fragrant greenery and brightly colored poinsettia plants is another tradition. Each year some forty volunteers, primarily from the floral industry, work with the White House Flower Shop and National Park Service to create



imaginative, colorful holiday arrangements for use throughout the White House.

For those who visited the White House during the 1990 Christmas season, a touch of tradition and a little something new waited to be experienced.

At the front door of 1600 Pennsylvania Avenue, two 16-foot Blue Spruce trees with twinkling white lights, icicles and tinsel, awaited a dusting of real snow. Entering the White House, visitors enjoyed the fresh fragrance of fir and other evergreens used in the many garlands and wreaths.

Twenty lighted and snow-covered Christmas trees filled the Grand Foyer and Cross Hall. Visitors also saw four decorated spruce trees and ribboned boughs of evergreens gracing the East Room, with its traditional 18th-century Italian creche.

The Green Room and Red Room were decorated with floral creations and thematic elements. The Blue Room, with its floor-to-ceiling Christmas tree, served as the focal point of the state floor. The State Dining Room again held the traditional gingerbread house, and, this year, as in 1989, the National Park Service again provided a Christmas tree for the Oval Office, a tradition begun by President Bush.

Christmas has come and gone nearly 200 times in the history of this magnificent house. As the bicentennial anniversary of the laying of the White House cornerstone approaches, a visit to the President's House during the holiday season can be a very special occasion. By holding onto many Christmas traditions while adding a modern touch from today's First Families, the White House teaches the visitor to appreciate the masterful blend of home, office and museum that symbolizes this unique unit of our national park system.

*Jim McDaniel is the Associate Regional Director of White House liaison for the Park Service's National Capital Region.*



# CHESTNUTS WARM THE HEARTS OF THOSE WHO'VE NEVER SEEN THEM

Somewhere between bright leaves whirling in cool winds and the first day of the new year, we dream of the way Christmas used to be, when receiving a gift was something to be thankful for, rather than expected. We also daydream about the food—goose with belly pudding, mincemeat pies, and fresh bread, not those pre-fab dinner rolls that everybody tries to pawn off as something worth eating. There would have been chestnuts too—American chestnuts and lots of them for they were acknowledged to have the finest flavor, even though they were not as large as their European and Oriental cousins.

*As a boy, on cold, blustery fall and winter nights, I well remember a shivering, old Italian standing on a street corner of downtown Brooklyn before his rickety sheet metal oven-like contraption, yelling "Hot roasta chestnuts! Hotta roast chestnuts!" I remember the popping and crackling noises as the old fellow took off the lid to give me a nickel's worth of the sweet, hot delicious nuts. He always carefully measured them in a wooden or tin cup.*

(G.H. Hepting, 1974)

Chestnuts affected the lives of many people, not only city boys who tasted them fresh from the old Italian man's cart, but also rural people who fattened their children as well as their hogs and other livestock on chestnuts. Bears, white-footed mice,

deer, woodpeckers, raccons, jays, squirrels, chipmunks, and foxes were all sustained on the protein-rich nuts. In virgin forests, where big trees were commonplace, mature chestnuts could be 600 years old, averaging 4 to 5 feet in diameter, 80 to 100 feet tall.

*In the spring when the chestnuts first came out (they would bloom a little later than any other tree), they had a light, cream-colored blossom, and a big tree that grew up a hundred feet high would have a spread at the top of it a hundred feet wide, maybe. You could see them sticking up out of the woods, and it was just like big, potted flowers standing up all over the mountains.* (Noel Moore, Appalachian resident)

The trees also played an important role in the Appalachian region, making up the equivalent of nine million sold acres of chestnuts. And the people there depended upon the nuts as a cash crop just in time for the holidays. But the versatility of the tree also placed it in great demand. Homes had chestnut siding, chestnut shingle roofing, and chestnut doors. Because chestnut wood was durable and rot resistant, it was used for telephone poles, ship masts, railroad ties, musical instruments, and farm fencing. Appalachian loggers tell of loading entire railroad cars with boards cut from just one tree.





*In 1924, Dad met a Georgia Power Company engineer, and he deeded fifteen hundred poles twenty-five feet in length. He wanted chestnut, and he wanted 'em shipped from [my hometown] to wherever.... Dad said, "I'll get 'em...if the weather's good and I can get things rolling like I want to." The Georgia Power engineer came back to him and said, "If you can give us the poles in four weeks, we'll give you a dollar for every pole." And they had ordered fifteen hundred, so that was a fifteen-hundred-dollar bonus...*

*(Jack Grist, Appalachian resident)*

**B**ut in 1904, nature put an end to the abundance. Forester W.H. Merkel noticed that trees at the New York Zoological Society's park were dying. On the bark he saw small orange cankers choking off the nutrients that should have been flowing through the tree. With \$2,000 obtained from emergency relief funds, Merkel tried to surgically remove the damaged areas, but the disease was more devastating than he realized. One year after the discovery, 98 percent of all chestnuts in Bronx were infected. Merkel and other researchers concluded that the fungus had entered this country before 1904, probably on saplings of the Chinese chestnut, before quarantine laws.

During the next 50 years, the blight spread swiftly and silently, traveling by wind, rain, birds, and insects. By 1910 it was established in New York, Connecticut, and Pennsylvania. By 1920 it had reached as far as Maryland and Virginia to the

south, and Massachusetts, Vermont, and New Hampshire to the north. The next two decades brought it into the Appalachian Mountains, westward through Ohio, West Virginia, Kentucky, Tennessee, Alabama, and Georgia. By the 1950s the fungus had made its way through the entire range, leaving only a few hundred mature trees standing. The blight was many times more destructive than Dutch Elm disease.

*There was a mountain just across the valley from where we were living at the time. It was a ridge like. It wasn't very tall and it was covered completely with chestnut trees. All of 'em were young trees. They was some of 'em as much as twenty-four inches in diameter. And that's where we'd usually go to get our crop of chestnuts. But they all died in one summer. Every one of 'em.*  
*(Noel Moore)*

**S**aplings still spring from the root systems of the long-dead chestnuts, producing 15,000 to 20,000 sprouts per acre in some areas. The saplings, however, exist in a biological limbo, living only a decade or so. Then strands of the fungus, which grow in mats called mycelial fans, worm under the bark of the saplings, cracking it open to produce the cankers.

Researchers at Great Smokey Mountains National Park (TN) are working in conjunction with the American Chestnut Foundation to develop a new and improved version of the American Chestnut tree—one that would be approximately 95% American and 5% Chinese. With this eventual mix, scientists hope the resultant strain will sprout into large, nut bearing trees like those that once dominated the eastern half of the United States, but with the added feature of blight resistance. The results of this project are still years away.

In the meantime, researchers are studying how that same blight is now affecting other trees like scarlet oaks on the Gulf coast and, specifically, the Ozark Chinquapin, a close relative to the American chestnut. Together with researchers from the University of Tennessee, they hope to stop the blight's toll on these trees before it's too late.

Too late for the American chestnut? Some might say that's for you to decide. There will always be a Christmas. And there will always be carols that tell the tale. The memories of the stories our parents and grandparents tell is the one thing that might slip away. So, it's important to keep them in mind. In this way, amidst the rush of Christmas pleasures, there always will be chestnuts roasting on an open fire.

*Debbie Dortch last wrote for the September Courier. The following references were used to prepare this article: George Hepting's "Death of the American Chestnut," Franklin Hoke's "The Last American Chestnut," E. G. Kuhlman's "The Devastation of the American Chestnut by Blight," Stephen Nash's "The Blighted Chestnut: New Research races with time to recover a great American tree," and Eliot Wigginton's "Memories of the American Chestnut."*





# HOME FOR THE HOLIDAYS

# HOME FOR THE HOLIDAYS

The first thing you notice from a distance is appearance. Dishevelled. Unclean. Bags of worldly belongings in a shopping cart at her feet!

As you approach, your sense of smell is attacked. For those of us who have been unlucky enough to have discovered an unreported death several days old, it is all too recognizable. You feel the subtle change in the air and it thickens as you walk into range. As you get closer you begin to feel the effects of stress. Your body responds. Blood pressure elevates. Palms sweat. Muscles tense. Mind races. It's your duty to investigate. You want to cross the street, drive away, get as far as possible from that reeking mass—want to, but don't have that option. As you get closer, something under the pile moves—you pray the rats aren't already there—shifts position. "Margaret" is still alive under the four coats, two skirts, two sweat pants, and the plastic sheeting. You talk to her to make sure. Relief floods over you, knowing that this time you won't have to touch her, much less attempt life-saving rescue breathing. This time.

As the holidays approach, we look forward to family reunions, to festivities inherent in Thanksgiving, Christmas, and New Year's celebrations—activities full of friends, happiness, warmth, dreams and the prospect of bright and happy tomorrows. Most of us spend these special days in the comfort of our homes, with our loved ones. Some of us spend a major portion of these special days amongst other "special" people, those whose homes are far different, far less cheerful than our own.

Several years ago, a government study found some institutionalized individuals well enough to be released to family care. Since then, some of them probably have become part of that fraction of the statistically 15 to 20,000 homeless in the Wash-



ington, DC, area commonly referred to as "locals." This small fraction, for reasons known only to themselves, elect to live and sleep on the street. Though not a major law enforcement concern in terms of criminal activity, they are vulnerable to the elements and an easy prey to violence.

As police officers in Washington, DC, members of the U. S. Park Police come in contact with these "locals." Our objective, especially during the winter, is their well-being. The beat officers ensure that they are alive, call for emergency services when necessary, and perform life-saving CPR on many occasions. Our major area of contact is in Lafayette Park (also known as Peace Park) across from the White House. Other areas include the

Ellipse, immediately to the rear of the White House, and the grounds of the Lincoln and Jefferson Memorials where they "shelter" in the thick, well-maintained shrubbery.

In early autumn, the changing of the leaves signals the beginning of the holiday season. It is also time for the locals to find their winter homes, and they start jockeying for a dry heat grate instead of a steam grate. Those on steam grates will be the most likely to die of exposure if they leave the grate for any length of time, for if they're gone long enough the wet steam on their clothes and exposed body parts will condense into ice.

During the day Lafayette Park is alive with tourists. Members of the business community fill the area at noon, enjoying the day in the exceptionally well kept grounds of President's Park. As darkness approaches, the locals begin to gather. Their numbers grow at dark, as they occupy benches and vie for favorite spots on the lawn. They come, bringing all they own in plastic bags, carts, baby strollers. One night 73 were counted in the park, which looked like a makeshift morgue after a disaster.



Why do they come here? One reason is the relative safety of the park. Well patrolled by the U.S. Park Police, it is a "safe haven." As Officer K.B. Fornshill states, "they feel there is a government conspiracy against them, some claiming to have lawsuits against the government for their specific grievances...If police presence enforcing laws means having to move elsewhere because of the 'camping' regulations, a single piece of cardboard, combined with a crayon or #1 pencil, is all it takes to become a permanent fixture, a single demonstrator not being required to have a permit to voice a grievance, staying as long as they want, enjoying the freedom and protection of the First Amendment of the Constitution."

The communal atmosphere and companionship shared by those manning the 24-hour "vigils" attract the locals, and so do the "meal wagons." Whether the meal wagons come here because of the high number of locals, or the locals come here because of the meal wagons is unknown. No matter. The presence of both has impacted on park aesthetics, with trash littered on the green expanse and the acrid smells of human waste in the air.

For the most part non-violent, locals can and do become violent, displaying unexpected, unexplained aberrant behavior. Though a safe haven for the homeless, the park is not a safe haven for the officers that patrol that beat. For many of them it has become a violent place, particularly after dark. In February of this year, one such sudden unexplained attack left a homeless man needing stitches on his head and another fatally wounded. As the beat officer (an EMT) attended to the victim, another officer approached the assailant, a man with a history of violence, including violent encounters with several members of the U.S. Park Police. The assailant managed to gain the officer's gun. As he raised the weapon to fire at the officer, the beat officer fired on the assailant and fatally wounded him.

One night I encountered "Rebecca," a tall woman in her early forties, clean and neat, with no visible signs of aberrant behavior. However, "Rebecca" became suddenly irrational, attacking me physically. She ripped open her blouse and repeatedly screamed "rape." Then as sudden as her attack was her unexpected calm. Offering no further resistance, she had no idea why she was taken to St. Elizabeth's Hospital for observation.

Another night as the beat officer and I walked through the park, we encountered "Helmet Man," who had toothbrushes taped around his helmet, the bristles barely extending over the crown, forming some type of barrier to "thought stealing, mind robbing, government radio waves." He is a tall man with the features of a once handsome, though too thin young man. Hair and eyes are those of a lost and forgotten old man. Ramrod straight, militarily erect, he walked into Lafayette Park with a purpose, as if the park belonged to him and we were intruding. The officer's friendly hello drew a hostile response.

"Michael," a regular in Lafayette Park, confided to one of the officers that he was a physicist, then asked if the officer believed him. The officer said yes. Then "Michael" asked, "How do you know?" When the officer responded, "because you told me," the other man broke into tears and sobbed quietly as he asked the

officer, "How can you talk to me? I'm a drunk."

Then there is the woman who sits alone, holding an animated conversation, laughing and arguing with an invisible companion, or "Robert," a regular on a steam grate in the Ellipse, who had \$150 dollars in his possession—the paper money was moldy, disintegrating from rot. In Franklin Park, "Frankie" awaits the subpoena from Congress to testify against the IRS, and at the Lincoln Memorial, a man suffering from frostbite lost both hands and feet last winter. There is also the "Michelin Man" at the Washington Monument. His race is unknown; his face is always wrapped.

Christmas carols play over loudspeakers from department stores. Santa Clauses ring bells by red buckets on street corners. Shoppers bustle along with arms full of wrapped packages. In spite of their mental disorder and their emotional dysfunction, the locals are acutely aware of the season, and participate. Some decorate their persons. A colored bow adorns a woman's hair. A ribbon serves as a boutonniere.

During this season, we hear with compassion the pleas to set aside a little extra for those less fortunate than ourselves. And we do, thinking of our own bright future, knowing our dreams merely to be not a reality yet. The air is alive with the scents of festivities—wood burning in chimneys, fresh bread baking, and a roast in the oven—a regular meal for regular folks. This is the stuff of dreams. Elsewhere, the stuff of picnics—a hotdog, a hamburger, potato chips, a soda and dessert—are prepared for a not so regular holiday meal—from a garbage can—to be consumed by a not so regular person.

Compassion. All too often misguided, lost, put aside, overlooked, forgotten. I discovered mine again after working with several compassionate and understanding officers.

Consider: An officer, heavily muscled, well-built, having the stereotypical macho appearance, does a very unmacho thing—extends his hand to a homeless man. In it, a few dollars.

Perhaps he listened and heard the whisper of a long forgotten dream.

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*Maria A. Gonzalez is a sergeant assigned to the U.S. Park Police Central District in Washington, DC.*

# TO STAND UP STRAIGHT AND HOPE

My son always loved a good bedtime story, the scarier the better so long, he would tell me, as I didn't shout out the really scary parts. On the occasion of his fifth birthday I decided one of his presents should be a fable of legendary proportion. So I conjured up a tale of dragons and magic and sword-play and held his vivid imagination in my hands for an hour or so.

When I finished I looked at him closely, needing his acceptance of my finely-crafted epic. He stared back at me for a moment, seemingly wrestling with some deep thought, and then asked, "Daddy, are there really dragons?" Clearly, the story had done its job, and I figured I'd better spend a few minutes in damage control, dispelling the demons of myth now set loose and swirling through his young mind. It took a while but I finally satisfied myself I'd convinced him that there are no such things as dragons.

But I lied.

Because there are.

My own personal dragon came to visit me a year later. I was 36. It struck deep in my abdomen with its poisoned horn and left a cancer the doctors said surgery would slay.

It didn't.

In April of this year, the dragon and several of its minions came calling again. Another round of surgery didn't really help. The most optimistic any of the doctors will be is two years. And

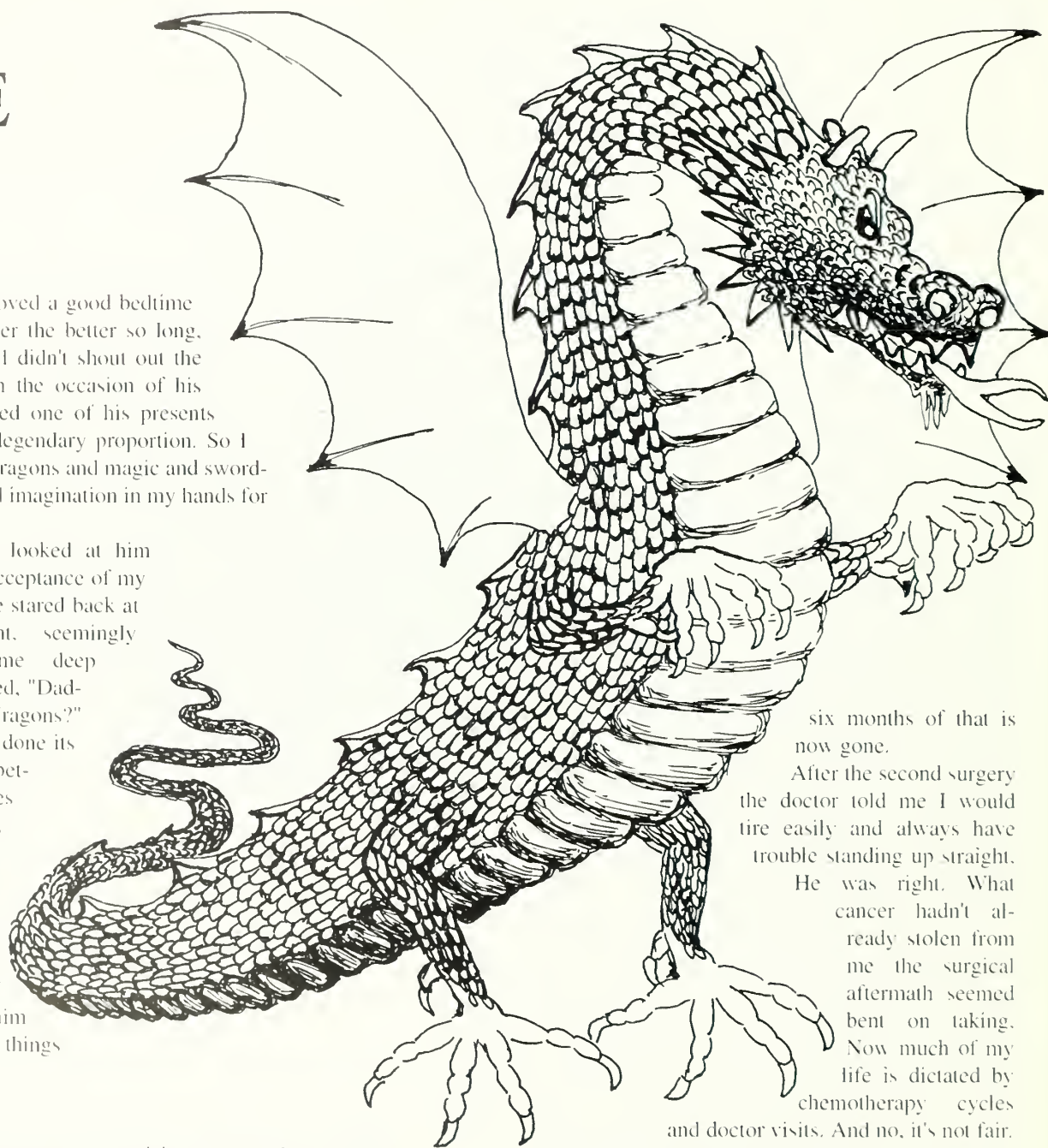
six months of that is now gone.

After the second surgery the doctor told me I would tire easily and always have trouble standing up straight.

He was right. What cancer hadn't already stolen from me the surgical aftermath seemed bent on taking. Now much of my life is dictated by chemotherapy cycles and doctor visits. And no, it's not fair.

Bemoaning the fact, however, will not add one day to my life. But I'll tell you what will. I'll tell you of a great weapon I have—we all have—that we can wield for ourselves when it seems we have no champion to fight the dragon. It is, simply, hope.

Let me tell you what hope is. It's not a frantic state of spading up what could have been. Nor is it wishing for a future that





more closely resembles a past. Hope is composed of courage and humor in equal parts. God gives us all a spirit from which comes our ability to hope—to be brave when we must and to laugh when we can. Hope is a bright and gleaming sword each of us can swing in our own defense. Whether we bring it to bear against whatever danger or adversity we face is our choice. It is a weapon that can never be taken from us, and, while we swing it about us in great shining arcs, we are the victors, not the victims. No dragon can prevail against it. Hope cannot die or be killed. It is not subject to disease or human frailty. With it we can continue the dance of life, and, though our partner may be cancer or physical handicap or stroke or whatever...regardless, on we dance.

Doctors speak from the relatively stable platform of statistics rather than from the shimmering realm of hope. Their statistics are numbers that represent people, many of whom met their dragons and had the courage and humor to live valiantly and well until they could live no more. Statistics suppress the hope I know was there. Statistics don't reflect the bright swords shining in their hands.

I do tire easily and I have one heck of a time standing up straight. But what's important to me is that I still have the will to try. On good days I can almost square my shoulders. Something as simple as good posture goes mostly unnoticed by those around us. Yet when most of the ability to stand up straight has been taken from you such a success is monumentally significant. It is a resounding victory for those of us whose doctors told us we'd never stand straight again. From such springs the hope I speak of. And it is in the small grains of quiet courage we find the universal applicability and indomitability of hope.

I offer this to any of you who already know or have yet to meet your personal dragons. Where the shoe fits I offer it too as a mild admonishment of complacency. Tomorrow is not a promise. It is a canvas awaiting paint, but you may not be the artist. I measure time a little differently now. The great distance between light and dark is a complete journey. Each day I am given is one I might not have had, each night's sleep an opportunity to rest my sword arm and be thankful for the will to fight. I don't think in terms of weeks or months. I take each day as though it might be all I have left, and that approach frees me from the false responsibility of worry for things I cannot control or change.

I abhor negative attitudes. They are a waste of precious time to all of us. We should surround ourselves with people who are not afraid to hope. Through all of this there have been times that I have faltered, and there likely will be times that I will fall. That doesn't frighten me, because if I fall forward I'll just be that

much nearer my goal when I get back up again. And, if I fall back, all those I count on will be there, hand in hand, to catch me and set me back on my feet.

None of this has anything to do with the national parks. Yet it bears relevance to each of the thousands of us who wear the arrowhead on our shoulders or in our hearts. And considering Christmas is the season of hope, I thought it appropriate if I did nothing more with this time and space than to bring to you a message of hope—hope for the moment, hope for those around us, hope for ourselves. Dragons come in many guises. To deal with them, some of us still need to learn to stand up straight. Others of us only need to remember what we've forgotten.

Everyday in which we can face our lives and our tragedies with a smile is a day the dragons will be beaten back. They cannot long dwell where laughter is. In whatever time any of us have left there is a quality of life begging to be lived.

My son calls cancer the C-word. I'm trying to show him that the letter is much better portrayed in the word courage. He, warming to the cue, also announced that it introduces the word Christmas. Each day for me has become Christmas, full of a particularly potent variety of cheer. And hope. Always full of hope.

Adam is a bit older now but the added years have yet to steal his love of a good story. The tales have to be a bit more plausible, less subject to my flights into fancy. So the other day I decided the season demanded he be told a story of Santa Claus. I must say, I think it was one of my best.

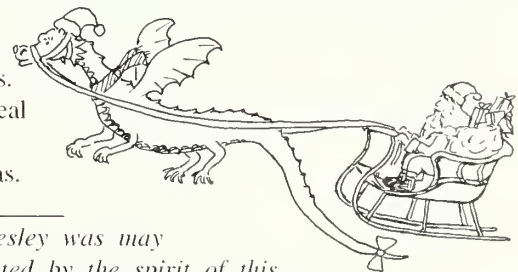
When I finished he appeared to be pondering some notion that didn't quite fit. Finally, he fixed me with a gaze that made anything but truth impossible, and he asked "Dad, (it's Dad now, not Daddy) is there really a Santa Claus?" I decided to level with him, knowing his schoolmates had already flung some tainted aspersions into his fledgling beliefs. So I spent the next few minutes carefully explaining to him that no, there really was no such person.

But I lied.

Because there is.

And his real name is Hope.

Merry Christmas.



*Who Steve Beesley was may be best represented by the spirit of this article. Steve last wrote for the November 1989 issue of Courier. He died bravely on January 15, 1991.*

# WATCHING THE EARTH FROM DOWN UNDER



*The tree walk, a wooden "swinging bridge" arrangement, perhaps one-quarter mile long, rising 65 feet into the rainforest canopy.*



We've gathered on the veranda at O'Reilly's Lodge. A beautiful sun-filled afternoon provides a perfect moment for the inevitable group photograph. Twenty-five of us—researchers, grad students, and the troops—have finished our last lunch together. Tomorrow, field work completed, we return to the city to head off in our own individual directions.

But right now Bev, the principle investigator's wife, has accepted the task of recording the "bug corps" for posterity. This process will be repeated perhaps twenty times—a number that coincides with the number of cameras lined up in the grass in front of her. Bright blues, greens, and reds of crimson rosellas and king parrots flash in the background. I marvel at these brilliant colors as much as when I first saw them ten days ago.

Twelve Yanks, joined by five Aussies, have come here to help study arthropods in this part of Australia's rainforest. Ten men and seven women in all, our ages range from twenty to sixty-something. Occupations are as varied as our ages, though the broad category of "education" represents a plurality. Only three of us have any specific entomological experience or education.

We have volunteered for this task through Earthwatch. A U.S.-based organization, it helps fund environmentally-oriented research projects worldwide. This year alone 500 teams will participate in more than 100 projects in 50 different countries on 6 continents. We represent the second important contribution of Earthwatch—free labor.

One of the project's principle investigators, Dr. Roger Kitching, greets us at O'Reilly's. A zoologist, he heads the ecosystem management program at the University of New England in Armidale, New South Wales. He has conducted entomological research in New Guinea, Indonesia, Borneo, Australia, and the United States.

The lodge, a family owned and operated business on private land, is surrounded by Lamington National Park. The O'Reillys first moved here in 1911. The park was "gazetted" in 1915 to protect 50,000 acres of mostly untouched rainforest. Located in the Green Mountains in the southeast corner of Queensland, it is only 100 kilometers (60 miles) south of Brisbane and about half that east of the Gold Coast-Surfer's Paradise, a popular and rapidly developing tourist area.

The park preserves the "largest undisturbed remnant of sub-tropical rainforest in Australia." One of the country's earliest national parks, Lamington actually contains three types of rainforest, depending on elevation and aspect.

A warm temperate rainforest exists in the lower, drier areas and is dominated by eucalyptus, casuarina, and palms. A cool temperate variety features an ancient stand of Antarctic beech. The sub-tropical

rainforest is characterized by a two-level tree canopy. Common in the upper canopy is booyong, fig, hoop pine, and red carabeen (mahogany). Brushbox, myrtle, lignum vitae, and ferns populate the lower canopy. Among the sub-tropical species, "flying buttresses" are common at the base, providing additional support for the large, tall trees in relatively shallow rainforest soils.

The basic purpose of the project is to study and describe the number, types, and distribution of arthropods in the forest canopy. Also, we will collect vegetative samples and provide a profile of the forest, describing numbers, types, and distribution of all major species.

Beyond the physical identification of species, another important goal is to explain the ecological role of indigenous arthropods and their impact upon vegetation. Insects are food for other animals, predators upon each other, herbivores on rainforest vegetation, and large contributors to the cycle of decomposition. From this information interconnections can be drawn between insect activity and foliage production: mechanisms of pollination, seed dispersal, and vegetative protection.

The fogging method we'll use to collect insect samples is fairly recent. Into the 1970s the estimate for worldwide insect species was one to three million. Then in the mid 70s a fogging technique was developed during research in South American rainforests. Based on the number of previously unknown species collected there by Terry Erwin, working on behalf of the Smithsonian Institution, the estimate was increased tenfold.

The next morning we split into three groups and began our daily rotation among the three primary tasks at hand. One group began in the lab. Dr. Kitching provided a brief yet thorough lecture on identifying characteristics of *Arthropoda* (arthro=jointed; poda=foot). Arthropods are divided into four major classes: insects, arachnids, crustacea (for our purposes represented by sand fleas and sow bugs), and miriopods (centipedes and millipedes).

For those of use who wouldn't know a *Hemiptera* from a *Hymenoptera*, this was a daunting load of new information. If

Earthwatch volunteers gathered for a group shot on the O'Reilly veranda.



*An Earthwatch volunteer prepared for fogging.*

adult forms proved difficult, sub-adult and larval forms were stupefying. My first time in the lab resulted in 130 individuals being classified into twelve orders. It took an entire eye-weary, back-straining day. But part of the time I was simply enchanted by the extraordinary vista floating under the microscope. Subsequent samples went more quickly.

Another group collected and identified vegetative samples. At each collecting site a thirty-meter transect was established. For three meters on either side of the transect line, every plant over two meters tall was identified, measured, and located as to relative position. The general area was described for species composition. More than 200 species exist in this rainforest, but in low species density. Only forty to fifty types are common. An estimate of percentage of canopy cover over the collecting site was made. And thirty leaf samples were obtained along the transect (half from upper canopy and half from lower canopy species).

From field information a "profile" of forest structure was completed, using the transect line as a cross section. Leaf specimens were measured for total area, and an estimate made of percentage of leaf area subject to herbivory. Leaf borers, scales, galls, and other factors affecting the leaf structure were noted.

The final group set up sample sites and collected insects in the field. Two sites were fogged each morning around 6:30, using a non-toxic, short-lived spray of pyrethroid. The first morning a "high fog" was sprayed from twenty meters or higher in the canopy. The following morning the same site was given a "low fog" from ground level.

Beginning around 9 a.m., and, at thirty minute intervals until noon, insects that had fallen onto a cloth funnel were blown, tapped, or brushed into a jar of alcohol. This rather simple act proved critical. Samples needed to be undamaged for proper identification.

When a site had received both its high and low fog, it was dismantled and a new collecting site, 10 meters by 10 meters square, was established. Ten cloth funnels, hung from a cat's cradle of rope, were placed randomly within the area. Additional funnels were placed at 10-, 20-, and 30-meter distances from the main sample area, in each of the four cardinal directions to help collect samples that might drift due to wind.

Perhaps the most challenging skill of all was the most primitive—accurately using a sling shot. Sample sites had to be randomly selected, yet representative. It was necessary to select a spot where we could get a clear shot up to a branch that was strong enough to hold a rope and the fogging device. Yet there needed to be enough vegetation over the site so that the fogging would result in a representative sample of insects.

Using a standard, no-frills slingshot, a lead sinker with attached fishline was propelled up and over the selected branch, preferably 20 meters or higher. Once this missile hit the desired spot, a larger rope and pulley were attached to the fish line and



hauled up and over the branch. The fogging device consisted of a container of spray, small gas-powered motor, pump, and nozzle all mounted on a backpack frame. For the high fog the entire contraption was hauled up the rope into the canopy.

These tasks repeated themselves over ten days. Gradually our familiarity with the "true bugs" (*Hemiptera*) and bees, ants, and wasps (*Hymenoptera*) increased. Our understanding of the scientific method and rigor was enhanced. And we slowly began to appreciate the fragile complexity of this unique environment.

Of course, amidst the long hours of collecting and analyzing samples, there were moments to explore our surroundings. Pre-breakfast walks through the botanical garden, filled with rare orchids, proved to be a great bird watching time. Some bird calls were most intriguing, especially on a hushed, foggy morning: the baby's cry of the green cat bird; the satin bower bird's chir-ring clock noise; the two-part call of the male and female whip bird, coming so close together it appeared to be one call; and the side-splitting laugh of the kookaburra (largest of the kingfishers).

On quiet evenings I most enjoyed the tree walk—a wooden "swinging bridge" arrangement, perhaps one-quarter mile long, the walkway rising 65 feet into the rainforest canopy. Entertainment was provided by increasing activity among sugar gliders, wombats, pademelons and other nocturnal creatures—sounds, movement, shadows. From the high point on the walkway a ladder ascended another 20 feet. On clear nights, the starry southern hemisphere sky was filled with new constellations like the Southern Cross, and familiar ones, too, such as Orion and Pegasus.

Midway through our work we were given a day off to explore more of the area. A few of us chose a fifteen mile hike from O'Reilly's, in the southwest part of Lamington, to Binna Burra, another private lodge in the northeast corner of the park. Stopping every ten or fifteen minutes to pick off persistent, match-sized leaches didn't diminish the delight of unexpected treasures: a carpet python, copper skink, water lizard, leaf-tailed gecko, blue Lamington cray fish, and wedge-tailed eagle.

Somewhere along the McPherson Range we walked, fittingly



enough, in the fog, among 2,000 year old Antarctic beech trees. At another spot, later in the day, we found a small stand of endemic Australian pine, *colitris*. Along the way we stopped to refresh ourselves at a few of the more than 500 Lamington waterfalls, whose rhythms sang out lyrical names like Moolabagong, Neerigomindalala, and Yanbacoochie. It was a journey through time as well as place.

To round out the study we performed one nighttime fogging. Samples were collected in the usual way, identified, and compared with daytime samples for any outstanding differences. Together with a volunteer group that had worked a month earlier, we collected samples at fifteen sites. Our group's contribution? More than 24,000 arthropods collected and identified in ten days.

A last question was posed to Dr. Kitching: why use an unknown group of volunteer researchers rather than people with more predictable skills? His answer had several parts: Earthwatch absorbs much of the funding, and handles most of the logistics, organization of participants, and paperwork. He also observed that volunteers are generally well-motivated and enthusiastic. The variety of ages, interests and backgrounds involved, Dr. Kitching believes, is also an asset to group dynamics.

Additionally, the more people who participate in such research, and feel they have a direct, personal stake in the care and tending of the planet, the broader support and understanding there will be for environmentally-oriented research and decisionmaking.

And this brings us to a final point. The overall, encompassing implication for all this research is to help us wisely manage a series of inter-connected environments. It is what Dr. Kitching calls management by intent, rather than management by reaction. Our parks (and other areas, as well) must be maintained in a natural and healthy condition for people to enjoy. To do this, we must better understand the "obvious" impacts of technology and poverty. But at the same time we must avoid what he obliquely refers to as the "terror of tourism."

These familiar themes are being replayed all around the globe. Our responses, personal and organizational, are crucial. For all its differences, the earth from down under looks the same—beautiful and in need of tender loving care.

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*Michael Beucie is a ranger at Guadalupe Mountains NP. His taste for adventure has taken him on numerous travels. This is the first he has reported on for Courier.*

## About Earthwatch

Earthwatch is a non-profit, non-political U.S.-based organization, now with offices in Oxford, England, and Sydney, Australia. Its primary function is to provide funding and volunteer labor for research projects dealing with ecology or cultural history. Its self-described role is to "improve human understanding of the planet, the diversity of its inhabitants, and the processes which affect the quality of life."

Begun in 1971, Earthwatch first supported archeological projects in the U.S. The cost was comparatively small, and the need for large numbers of unskilled labor was great. During the past twenty years project diversity has grown, as have the interests of its volunteers. In that time approximately \$15 million has been raised in support of almost 1,100 projects in 87 countries. More than 24,000 volunteers have participated, ranging in age from 15 to 88, though most are in their thirties and forties. All projects are screened by the Center for Field Research, an Earthwatch scientific review board.



Participants need not be educated in a particular field of natural history. Necessary skills will be taught on site. Prime requisites are enthusiasm, an ability to adapt and learn quickly, and a willingness to live and work, for a brief period, in sometimes primitive circumstances. Supporters can belong to Earthwatch without joining an expedition.

The organization also provides another, more important opportunity. In an often cynical and selfish era, Earthwatch is a meaningful way for people to give something back to the earth that sustains us. It allows for vacations of a different sort.

For more information contact Earthwatch at 680 Mt. Auburn St., Box 403, Watertown, MA 02172. A sampler of this year's projects runs from the exotic (remote sensing from hot air balloons for Australian agriculture, or surveying the Tibetan plateau as a possible conservation area), to the more down-to-earth (glaciers in Switzerland, volcanoes in Costa Rica, or archeological sites in Peru).

# WHAT'S CHARGOGGAGOGG-MANCHAUGGAGOGGCHAUBUN-AGUNGAMAUGG?

## ASK THE BOARD ON GEOGRAPHIC NAMES.

Geography was never my best subject. Tell me to go somewhere I had never been before and inevitably I'd get lost. I made a practice of being friendly to gas station attendants because *they* always seemed to know where I was, even when I didn't.

Time has improved my sense of direction, though I still pull off the occasional geographic *faux pas* involving locations as far apart as two states. Only recently an appointment in Rochester and a *tiny* miscalculation reading the regional map took me to Rochester, New Hampshire, rather than Rochester, Vermont. It was a lesson in place names that I shall not soon forget. Fortunately there is a federal board that sees to problems of this sort, establishing policy concerning place name duplications and other complicated issues of standardization. In dozens of ways that most of us have come to take for granted, the U.S. Board on Geographic Names has taken some of the most basic confusion out of the world in which we live and replaced it with a few simple rules that make this an easier place to navigate for everyone.

This year marked the hundredth anniversary of the Board, an organization that is used to carrying out some very serious business with quiet, behind-the-scenes diplomacy. Nevertheless, one hundred years is a benchmark and deserves to be recognized

as such. So the centennial has been commemorated with observances befitting such a birthday—a Library of Congress exhibit that examines the importance of names, a symposium covering such issues as the incorporation of Native American place names, and an exhibit reception featuring foods with strong regional ties. All in all, the celebration has drawn some much deserved attention to an organization that oversees one of the most basic of all human activities.

"A world without names is difficult to imagine," begins the first explanatory panel of the Library of Congress exhibit celebrating the Board's centennial. It goes on to quote Jessamyn West—"Naming is a kind of possessing"—and Thomas Carlyle—"Giving a name...is a poetic act; [and] all poetry is but a giving of names." As the exhibit graphically reminds us, applying a name makes the unknown known. It commemorates. It provides indisputable evidence that we have existed at some point in space and time. It is as undeniable a mark of our presence as representations of the human hand left on rock surfaces by the earliest travellers across the continents.

Nothing seems as simple as the giving of a name. Nothing can be as complex.

The creation of the Board on Geographic Names was indeed the result of complexities associated with place names. More than a hundred years ago, westward expansion and the subsequent exploration of Alaska created an influx of conflicting place





names in federal publications. Recognizing the problem, a handful of federal administrators banded together to create an informal committee to deal with it. They represented groups, some familiar to us now and some not: the Coast and Geodetic Survey, the Hydrographic Office, the Army Engineer Corps, the Geological Survey, the Light House Board, and the Smithsonian Institution. The committee called itself the United States Board on Geographical Names. It sought voluntary conformity among federal agencies to a set of standards it had adopted.

But voluntary conformity was as difficult to achieve in those distant times as it is today. So the group went to President Benjamin Harrison, who issued an Executive Order on September 4, 1890, officially establishing a Board on Geographic Names. The Order declared that "to this Board shall be referred all unsettled questions concerning geographic names which arise in the Departments, and the decisions of the Board are to be accepted by these Departments as the standard authority in such matters."

Since these beginnings the Board has found itself sifting through issues that may appear esoteric to some but that indeed can and do influence the ways in which we conduct business every day. Imagine: the simple act of mailing a letter to a place with no official designation could present a variety of easily conceivable problems. Textbooks lacking mutually agreed upon names equally might offer any number of complications for students and researchers alike. Maps produced by the United States Geological Survey, information processed by the Government Printing Office, even decisions made by the Department of Defense require the consistency inherent in a standardized system of place names. These and other evolving needs now define the responsibilities of the Board.

The Board's involvement with such matters has fluctuated throughout its history. Those who have kept an eye on its evolution have identified six periods that shaped its present identity. The years 1890 to 1926 saw the establishment of name policy. Some foreign names were evaluated from the beginning, and some country names systematically processed. In 1906 the Board's title was changed to United States Geographic Board, and the function of coordinating federal mapping was assigned to it by Executive Order. By 1916, an increasingly aggressive program of name standardization was in place.

This accelerated during the years 1927 to 1933, accomplished by paid staff and active committees. However, the focus of the Board narrowed during the next phase of its history, the years 1934 to 1942, when its function was merged under the Department of the Interior. Its role within the Department required

I wear two hats. I represent the Park Service on the Board, and in that capacity I've been very fortunate to have regional coordinators and park staff who always work hard to put together positions that are in the best interests of the Service. The really remarkable thing is that everyone's Board responsibilities are collateral duties. Nevertheless they go the extra mile to make sure the work gets done and gets done right. When the Park Service presents a position it's well thought out and researched, never haphazard, and, it's for this reason that the Service is often looked to for assistance and guidance on the development of Board policy. It's our responsible attitude on these issues that's made this possible, and that's what I'm most proud of.

Also, as a member of the Board I have broader Board-related responsibilities. Currently, I chair the Board's subcommittee that's studying its commemorative naming policy. Commemorative naming is often an emotionally charged issue and the Board has to make sure its policy is both fairly and consistently applied. We're looking at how best to do this, with an eye toward tightening the approval process.

Tracy Fortmann, WASO

board members to pay primary attention to domestic names.

The years 1943 to 1946 were a time of increased activity for the Board, when, at the request of some 15 federal agencies and with ample funds, the Department of the Interior assembled a large staff of geographers, linguists, and native Asian speakers to deal with the changes brought about by World War II. The next ten years, from 1947 to 1957, initiated yet another change. Legislation created the present Board on Geographic Names, which was to function jointly with the Secretary of the Interior.

The intensive activity connected with foreign and domestic name investigation continued until funding again dropped off in 1958. At that time, domestic names staff work for the Board was assumed by the U.S. Geological Survey, and the Defense Mapping Agency took on responsibilities connected with foreign name decisions.

One staffer who has been with the Board for a good portion of

One of the policy aspects that has intrigued me is the way we deal with name proposals within wilderness areas or de facto wilderness areas, that is those areas that aren't officially designated wilderness but are managed as such. We refrain from naming unnamed features unless there is some overriding reason for doing so. The idea behind it is that names for unnamed areas take away from the wilderness character. It's a subtle sort of interpretation—to maintain the areas as wild as possible without introducing evidence of human presence. Somebody had a great deal of insight into the intent of the Wilderness Act when this policy was developed.

Gordon Atkins, PNRO

We in Alaska are very conservative about place names. By policy we do not name things in wilderness areas, though we actively have supported proposals not influenced by such a designation. I am fascinated by some of them. One that we approved at the park and regional level called for naming a mountain peak in Denali National Park and Preserve after Earl Pilgrim, a deceased miner linked to his Stampede Mine. After his death the Stampede Mine was donated to the United States and the University of Alaska for education and scientific purposes. After the Alaska National Interest Lands Conservation Act of 1980 the land surrounding the mine was included in the boundaries of Denali. The long association of Earl Pilgrim with this place justified the nomination.

Glenn Clark, AR

this current historical period is Ernie Berringer. Referred to by colleagues as a "living library" of Board proposals, Berringer is a light-hearted individual who has a serious attitude about his work. Now part of the Domestic Names side of Board responsibilities, he has carried on Board work since 1964. As Berringer explains things, he and the handful of others on staff facilitate the job of the Board members, who represent the Departments of Agriculture, Commerce, Defense, Interior and State, as well as the Central Intelligence Agency, the Government Printing Office, the Library of Congress and the Postal Service work. Issues that come before the Board are reviewed at all levels of local, state and federal authority. The Board works through state contacts and official state boards. If a decision involving a named location in a specific state is required, then the case is referred to the Board's contact in that state for review.

Since Berringer joined the staff, he has seen the number of state contacts and state boards grow from a mere 12 to a grand total of 34. This increase is the result of repeated outreach efforts, many of them as simple as a phone call to a state geologist or cartographer about some issue before the Board. As a result, the person or persons involved get hooked on the complexities associated with naming. Sometimes their commitment becomes so

For years the park has referred to one of its major drainage areas as Spring Canyon and the side canyon as Chimney Rock. Then Forest Service maps started calling the main canyon Chimney Rock and gave no name to the side canyon. This was contrary to all our written materials. So we approached the problem from a safety standpoint and sent our documentation to Washington. We weren't sure what would happen but things were just too confusing for visitors as they stood.

Now I hear that the state and the Forest Service have reversed their decision. Once we hear this officially we'll switch back our signs and visitor materials and then wait till the maps are reprinted. I went through this once before years ago when I worked for BLM. That was the only other time I've been involved with the Board. It's interesting to me to be part of the way all this happens.

Glen Sherrill, Capitol Reef NP

great that they motivate their state legislature to establish an official state board. But whether this happens or not, Berringer likes to make sure that there is someone in every state to whom the Board can send name proposals requiring local decisions. "The Board approves local usage as part of its policy," he informs.

Everyone has an opportunity to have their say, Berringer also points out. For example, if

the Board receives a place name proposal involving a National Park Service site, then Berringer sends the request to Tracy Fortmann, the Service's Board representative. She reviews the material, then sends it on to the region affected by it. At the regional level there is also a representative who reviews the material, then passes it on to the park. Finally, the validity of the proposal is tested at the park level, making the role of the regional and national level representatives to review and, in most cases, support the decision the park arrives at. In addition a state board also may be involved, and so may another agency, depending on how a request has originated and who has jurisdiction over the area involved.

In the case of a name with long-standing local usage, passions can run deep. Such was the case with Cape Canaveral, an appellation dating back to Florida of the 1500s. The Kennedy assassination which resulted in Lyndon Johnson's Thanksgiving Day announcement that the Cape would be renamed Cape Kennedy touched off ten years of struggle to get the older name back. Finally the Florida state legislature passed a bill that officially replaced Cape Kennedy with Cape Canaveral. The Board agreed with the state and approved the change back to Cape Canaveral in October 1973. The old familiar designation was back for good.

Because names sometimes set off personal reverberations—remind us of old debts that have to be paid or strong feelings we may connect with a specific place—people at all levels of society can get involved. Sometimes the clash receives national attention as in the case of Cape Canaveral. Sometimes the squirmishes take place at the local level only. In the case of the piece of Reston, VA, real estate on which USGS now is located, the controversy raged around an unnamed stream that passed the site where a distillery once stood. As a result, Whiskey Barrel Run was the stream's proposed name. But the Board felt some prickles of conscience that such a name would commemorate alcohol production. So the designation subsequently agreed to was Stave Run, so named for the boards making up a barrel.

Another question of conscience resulted in a temporary name change for Whorehouse Meadow located on BLM land in Oregon. Story has it that a BLM employee became troubled by the name when he and his family chose the area as a picnic spot. The original designation commemorated the annual summer journey of Basque sheepherders down to the meadow. While the sheep enjoyed the sweet meadow grasses, the herders spent their time in the tent of a local madam who had set up business there for the occasion. The suggestiveness of the name made some feel



the necessity to replace it, and, as a result, Naughty-Girl Meadow was born. But local usage is the ultimate rule-of-thumb for the Board, and enough support for the historical name existed that Naughty-Girl has been returned to Whorehouse. "Anyway," as one Board member likes to observe, "there had to be naughty boys as well."

Besides local usage, there are two other basic tenets of Board policy that come up in any discussion with members. First the Board generally will not decide in favor of a name proposal in a wilderness area, because the very act of naming is contrary to the essence of wilderness. This is policy with a capital *P* that most Board members seem to support emphatically. Second, the Board has been an active participant in all efforts to remove names of a derogatory nature from maps. In fact, it was former Secretary of the Interior Stewart Udall who requested that the Board develop policy to handle names of a derogatory nature. What the Board came up with was a decision to find either an acceptable substitute or to drop the name altogether. According to Berringer, the Board officially recognizes only two words as derogatory: *Jap* and *nigger*. The latter once showed up frequently on maps of eastern and southern states. It still shows up on USGS maps printed prior to the early 1960s, but, on current maps and in present use, has all but dropped out.

Other words regarded by various groups as derogatory do show up. Squaw, for instance, appears as part of place names throughout the West. Yellowstone NP's Chinaman Spring stirred some controversy among the Chinese contingent. Regarded as a derogatory term by some portion of that population, it was subsequently changed to Chinese Spring in April of this year. The new name, supported by the park, still recognizes the history connected with the area. The story goes that a Chinese laundryman who visited the park in the 1880s soaped the spring. This caused it to erupt. His experiment is commemorated in the name of the spring.

Does Berringer have a favorite name proposal? Yes, indeed. His favorite is actually a fairly recent one: Bluebird Creek in Iowa, the result of efforts by Diane Noll's second-grade class in 1988. "They were trying to introduce more bluebirds to the area. And the American Bluebird Society had even given them feeders. So when they came up with naming the body of water behind the school 'Bluebird Creek,' the children took it on as a project. I think they must have written to everybody but the Queen of England and the Pope. And when it went through they were all very excited." Amber Click, then a second-grader, wrote: "To U S Board of Geographic Names/from Amber Click/Thank you/for excepting our names." Her enthusiastic note was part of the Centennial exhibit. And Berringer's efforts were rewarded when, at the opening night reception, Diane Noll introduced herself and shared accounts of the students' excitement. This occasion marked the first time Noll had ever travelled outside Iowa.

Yet for all the Board's tremendous effort, in the words of Olympic NP's Hank Warren, he's "never seen a board without a

The Western Region takes in four states but I work most closely with the California Advisory Committee, which, like the ones for the other states, gives its comments on the docketed Board proposals that affect it. A number of commemorative proposals usually come up, especially for some reason in Sequoia-Kings Canyon, and affecting the higher altitudes, too, which are usually wilderness. But wilderness means that it's untrammeled by man, that you go there on nature's terms. So I will continue to take a supportive stance for the Board's policy on naming in wilderness.

Art Dreyer, WRO

splinter," and the U.S. Board on Geographic Names is no exception. The Board has experienced fluctuating fortune as have most federal efforts during the past decade. Lack of interest among some member agencies, lack of funds and dwindling staff have contributed to a certain level of frustration for those actively involved in Board work. Nevertheless, the creation of the Geographic Names Information System, a computerized data base containing more than two million names, has the potential for making things a little easier. Initially, the data was compiled from approximately 50,000 topo maps. A record of each name, its geographical coordinates, a description of the feature, and every Board decision pertaining to it was included. The data base also includes local alternatives for the feature name in standard use. In this way the history accompanying a name is not lost in favor of standardization.

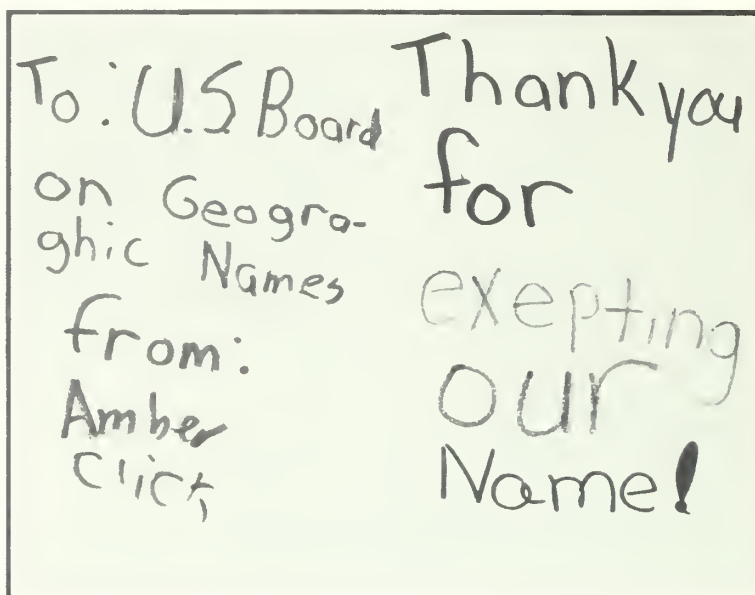
So what is Chaggoggagoggmanchauggagoggchaubunagunga-maugg? Some sources define it as a Nipmuck Indian word that, loosely translated, means "you fish on your side of the lake and I'll fish on my side of the lake, and nobody fish in the middle." But there seems to be some question about this, since Nipmuck is a dead language—no longer spoken, poorly documented, scarcely understood, thus making what it *really* means anyone's

The decision concerning the naming of Albright Falls occurred before I really got involved with Board work at the park, but, naming a waterfall in Yellowstone after Horace Albright and locating it in the Bechler region is certainly very appropriate. Albright was instrumental in preventing water projects being carried out in there.

Albright's significance to the National Park Service—where do you begin and end in picking a way to pay tribute to his accomplishments? That particular move in the Bechler area set a precedent. It established that parks could not be tapped for water resources. When I think about the particular site, it's kind of nice that it's not a public feature. It's something Park Service staff can appreciate more than the public, anyway. Mr. Albright seemed to me to have been a modest man, and so I think naming something for him in the backcountry—something that you really have to look for—is nice.

Tom Tankersley, Yellowstone NP

**H**olograph letter from second grade student Amber Click of Sioux Valley School, Iowa, thanking the Board on Geographic Names for acting favorably on her school's proposal to name a stream that runs by their school "Bluebird Creek."



guess. Most recently the curator of anthropology for the Smithsonian Institution has added his own insights to this alphabet soup. He traces the lake's first appearance in print to an 1881 place name guide, which recorded its spelling as Chabunagungamaug and its meaning as "boundary fishing-place." Investigating the word's root meanings, however, he has come up with yet another candidate, "lake divided by islands," which, he observes, accurately describes the geography of the area. Wherever the truth lies, the lake, itself, is fairly easy to pin down, located, as it is, close to the Massachusetts-Connecticut border. And as for the name, whatever its true definition, it still conveys the all-important relationship between human activity and the land. Lake Webster is the area's more easily pronounced alternative. It has also been shortened to Lake Char. Nevertheless, the eccentricity of the older name hangs on.

And how can you not love Chargoggagoggmanchauggagoggchaubunagungamaugg, even if you can't pronounce it? At least that's the consensus of Board members and locals alike. That's why the name is retained. That's also why a computerized data base listing potential alternatives and name history is so important. In a decade faced with any number of increasingly

I suspect that parks with inholders are apt to get more commemorative naming proposals than other areas. At Olympic, we've turned down a number of these. Folks might think we're being insensitive, but we give a lot of thought to such decisions. Actually part of the trick to getting a commemorative name accepted is finding an unnamed feature in the frontcountry of a park. As long as a name isn't proposed for a wilderness area, we generally don't have problems with it.

Actually naming is important. For example I think preserving the early names explorers gave to an area helps visitors relive that experience. At Olympic, one of the park's first explorers named a number of features after members of his party. USGS maps show all but one of those names—Linsley Glacier.

A fellow working for the National Park Service on the National Register program first recognized this inconsistency and did the research. You know, those names were in place before Board policy on wilderness designations, and Linsley Glacier relates interpretively to the park. I think wherever names have been given they should be used interpretively, and the opportunities are certainly here with this one. We even have folks who have written place name books behind us on this.

Hank Warren, Olympic NP

complex decisions. Lake Char says something extraordinarily basic about humankind. It says essentially what Robert Frost eventually declared: "Good fences make good neighbors." It reminds us, if we stop to think about it, that giving a name creates a boundary, defines one thing as separate from any other. And, indeed, is it not us who build the fences, apply the names, and need those boundary lines? But for the human tendency to string signposts across the land, that lake near the Massachusetts-Connecticut border would be whatever the essence of a lake happens to be, and nothing less or more.

Fortunately the U.S. Board on Geographic Names is there to reassure us that Lake Webster and Lake Chargoggagoggmanchauggagoggchaubunagungamaugg are one and the same. It certainly makes things easier for the gas station attendants, and I, for one, drive with greater confidence knowing that.

## Domestic Names Committee

**Richard L. Forstall**, *Chairman – Department of Commerce*

**Donald Orth**, *Executive Secretary – U.S. Geological Survey*

**Joel Morrison** – *Department of the Interior*

**Tracy Fortmann** – *Department of the Interior*

**David Meier** – *Department of the Interior*

**Barbara Chappell** – *Department of the Interior*

**Sterling Wilcox** – *Department of Agriculture*

**Roberta Quigley** – *Department of Agriculture*

**Charles Harrington** – *Department of Commerce*

**Henry Tom** – *Department of Commerce*

**Robert C. McArtor** – *Government Printing Office*

**Jean McCormick** – *Government Printing Office*

**Ralph Ehrenberg** – *Library of Congress*

**Robert Hiatt** – *Library of Congress*



# A LINE ON A MAP

Anyone who has read a map usually takes for granted the boundary lines that separate countries, states or counties. A boundary line is both imaginary and real—imaginary in that a line on a map is not tangible; real in that it creates a boundary. In America it is rare to see state boundaries demarcated, outside of the occasional white painted stripe on a highway or a billboard welcoming travelers. Yet, boundary lines, composed of nothing more than the numbers of longitude and latitude, have caused wars and disputes. Since the beginning of recorded history, they have been the basis for endless diplomatic, political and economic debates. To governments, the defining of boundaries ranks second to tax collecting in importance.

In American history the terms "54-40 or Fight" and "Mason-Dixon Line" evoke strong images. The first helped establish an international boundary; the second divided a nation into slave and free states. But in spite of the passion connected with them, these demarcations really are no more than intangible, somewhat obtuse engineering concepts—nothing more than a line on a map. The progenitor of this boundary system was the Royal Colonial Boundary of 1665. The importance of that "grandfather" of American boundary lines was recognized during ceremonies at Cumberland Gap National Historical Park on July 27, 1990. Its status as a National Civil Engineering Landmark was commemorated at that time.

By the mid-17th century English colonial expansion had progressed to the point where disputes between colonies were raging. One of the sharpest was between the Virginia colony and its southern neighbor, Carolina. According to the terms of the 1665 Carolina charter, signed by King Charles II, the line, 36 degrees 30 minutes north latitude, had been declared the Royal Colonial Boundary. This was all well and good for the King, since he did not have to find and trace this imaginary line through the fearsome wilderness of North America. For those who did, the issue created hard feelings for another 50 years.

Then, in 1715, Governor Alexander Spotswood of Virginia and Governor Charles Eden of North Carolina reached a compromise that enabled the formal establishment of the boundary. The proposal had to be approved not only by the Lords Proprietors but also by the Crown. Finally, in 1727, the Privy Council approved the agreement.

The following year the two colonies appointed commissioners, three from Virginia and four from North Carolina, to act in conjunction with appointed surveying parties to establish the boundary. One of the seven commissioners stands out as an important figure in Colonial history. Virginia's William Byrd II wrote *Historie of the Dividing Line Betwixt Virginia and North Carolina* and the

*Secret Diary*. These public and private accounts are two of the best and most amusing works on Colonial American life. They also provide rare and fascinating descriptions of Native Americans, flora, and fauna that are invaluable to archeologists, scientists and historians.

The work begun by Byrd and his fellow commissioners was not finished for 100 years. The original boundary between Virginia and North Carolina eventually demarcated six states. Several notable Americans came to be associated with later boundary surveys, including Peter Jefferson, father of Thomas Jefferson, and Virginia gentleman Dr. Thomas Walker, credited with the discovery of Cumberland Gap in 1750.

The line that had been drawn on a map in 1665 turned out to be an important political line in 1820 when the Congress passed the Missouri Compromise. This Act prohibited slavery north of the old colonial line and set the demarcation line between North and South. With the exception of Virginia, the Confederate States of America was formed by states south of 36-30. An imaginary line became the boundary between contending armies in the bloodiest war in American history.

The history of the Royal Colonial Boundary of 1665 qualified it for recognition as a National Civil Engineering Landmark, a nomination process spearheaded by Eddie Smith, Chairman of the History and Heritage Committee, Kentucky Section, American Society of Civil Engineers (ASCE). In 1986 Smith asked Cumberland Gap NHP if the park would support placement of the designation plaque at Tri-State Peak, the point where Virginia, Kentucky and Tennessee met. Park management gave a definite yes.

Finally, on July 27, officials of the Department of Commerce, National Oceanic and Atmospheric Administration, U. S. Geological Survey, and National Park Service joined ASCE representatives from Kentucky, Virginia, North Carolina and Tennessee, along with other professional engineering associations to place the commemorative plaque. In his remarks on this long-awaited occasion Smith stated, "It's very difficult to get somebody interested in something as obtuse as a boundary, unless it's between you and your neighbor."

*Daniel Brown is the Cumberland Gap NHP historian.*

# CREATING A FORUM, SHARING IDEAS

Anniversaries are special events. They provide a time to be reflective, to celebrate achievements and accept the accolades that so often come for a job well done. This past spring, Mary Maruca and I talked about how the *Courier* best could celebrate the 75th anniversary of the National Park Service. Servicewide there already was much discussion of major events being planned. It seemed appropriate for an employee newsmagazine to report on anniversary activities and celebrations throughout the year. But such an approach also seemed to fall short on a responsibility that both Mary and I felt was an important one: there needed to be a forum to discuss the issues the agency faces in the upcoming years.

Mary and I spent hours talking about the many areas challenging the Service. We asked others what they thought the issues were. We struggled with how best to present them, in what order to present them, and how to effectively encourage people to think and write about them.

I promised Mary I would write a piece for the *Courier* introducing the project. For weeks, I struggled with it. I wanted to write an eloquent, inspiring, thought-provoking piece—something that would induce every reader to sit down and sign on to our project. But other things got in the way, the daily assignments and responsibilities in my regular position being my first priority. I also could not find the inspiring words and the eloquence I thought would come from the excitement Mary and I had for the project. The summer's events unfolded further complications that called more attention to the disjointed condition of world events than to the force for positive change that I hoped individuals possessed: the signing of letters regarding furloughs; the Persian Gulf crisis; the budget tug-of-war at the end of the fiscal year that culminated in the closure of park areas during Columbus Day weekend; these events and, indeed most recently, the change in the *Courier* from monthly to quarterly publication, made it difficult to think eloquently or progressively.

BY CHRIS SOLLER

In late September while in Palo Alto, CA, attending the International Open Space Conference I did find the inspiration to prepare this article—not in the eloquent terms I had hoped but in simple words. While touring the Presidio in San Francisco, I heard these words, plain and straightforward, spoken by Golden Gate NRA Superintendent Brian O'Neil. As he discussed the support and encouragement extended to him from people throughout the country, he observed that everything they advised basically culminated with the simple instructions, "Don't screw up."

There were others at the conference whose inspiration and encouragement made me feel good about the important work the Service is attempting to do, but none of their advice influenced my thinking about the future of the Park Service as did those three words from O'Neil.

As I think about the Service's responsibilities I get excited. We manage some of the nation's most significant cultural and natural resources. Our mandate to conserve these resources unimpaired for the enjoyment of future generations is not simple. It is, however, inspirational. It makes one think about the future and about how the world will be and who will be part of those future generations. What will be their goals, interests and needs? How many people will there be and how will they best enjoy the resources we manage today? What will be the pressures on those same resources? What changes will be needed to inspire current and future employees to carry out the Service's mandate and be committed to it?

These questions are not easy to answer, and many are unanswerable. They have a lot of "what ifs" associated with them. But grappling with these issues and settling on a method of approach is basic to the long-term success of the Service and to our ability to carry out our mission.

As Mary and I discussed these questions we have focused our thinking on how best to address them within the new publishing restraints the *Courier* faces in 1991. Throughout 1991, the Service's 75th anniversary year, the *Courier* will present four different topics that the Service wrestles with. Specific people with expertise in the subject will be asked to



write about that topic. However all those interested in sharing their point of view are encouraged to do so. We hope to be able to present all sides to an issue. We hope also to raise questions and challenges rather than resolve an issue or present the "administrative line." Probably, in many cases, the time to contribute will have to be found as the time to write this article was—at home, in between other projects, in the morning before the pressures of the day begin. And the final results may not say everything that the author wants to say, just as this does not, but it will be a start, and it will encourage others, whose thoughts may lead to new and interesting ideas.

As for me, thinking about the Park Service, I have found that simple words may sometimes be the most eloquent. O'Neill's injunction not to screw up is inspirational because we are faced with many challenges, most of them uphill. The primary challenge is to ensure that future generations can enjoy what we do now. As the world's population increases the competition for land and resources becomes greater and greater. America's public lands face growing pressure to be used for all kinds of purposes from housing to mineral extraction to dumps to sources of water at the expense of wild things. But because national park areas are special places, and our mandate is different than many other public land managing agencies, our challenge is to continue to make the historic and natural wonders the Service protects important to a world changing dramatically as its population grows and the orientation of that population changes. Keeping the national park idea and the resources the Service manages relevant to future generations is this organization's greatest challenge. To meet this challenge means that we must understand our mandate in relation to the changes going on in the world. We must feel good about ourselves and the work we do so that we can work together to protect the resources that are part of the national park system.

At the Open Space Conference Huey Johnson, president of the Resource Renewal Institute and former California official activist in environmental issues, spoke of the values and stewardship of permanence. I think we tend to regard national park areas and the programs and responsibilities of the Service as permanent. But there will only be permanence to our work and the resources we manage if we understand the political, social and environmental changes taking place around us. Understanding them enables us to carry out our responsibilities in ways that are relevant to the American people, and remaining relevant to the American people enables us to retain their support. We must be stewards of the resources entrusted to us while also helping the public to understand *their* stewardship responsibilities toward these resources.

The Service's 75th anniversary provides an opportunity for the NPS to be introspective, to look at the challenges of the next century and prepare itself intellectually and creatively to deal with the complex and often mutually exclusive facets of the Service's mission. Over the course of 1991, the *Courier* will pair the opposing demands of these areas of commitment and, within its limited space allotments, make itself available as a forum for considering the challenges associated with them. In this 75th

year we need to remember that all Americans are responsible for the health and well being of the national park system, and that it is our challenge to make them partners with us in carrying out the National Park Service mission.

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*Chris Soller is an outdoor recreation planner with the Recreation Resources Assistance Division, WASO. He last wrote for the May *Courier*.*

## The Year in Review

**Winter** opens the year with some reflection on the Service's history as an organization. It provides insight into the Service's budget process and the questions involved in funding—is money the primary issue for better Service-wide management? is there enough money? The March *Courier* also will tackle the concept of profiting from the parks, asking such questions as who benefits from tourism to the parks, and who benefits from media attention.

**Spring** deals with interpretation in the NPS. As the population grows and the cultural heritage changes from a predominately European background to one that is more and more influenced by all cultures, the question is raised: what is more important—ideas or events? Part of the vehicle for approaching this topic may be Secretary Lujan's battlefield initiative and the different ways of presenting what happened on America's battlefields so many years ago.

**Summer** focuses on employee issues, addressing such questions as growth and development of employees, and whether the Service really has the capacity for nurturing employee growth. Can the Service rely on the historic benefits of housing, health care, retirement, and vacation to nurture employees? On this topic, one individual commented that people will work for low wages if they are given the opportunity to be creative, but to his way of thinking employees increasingly are being asked to work for little money without being given the compensatory opportunity to be creative. In the light of this, how will the Service be able to attract the best and the brightest and then reward their efforts sufficiently to keep them challenged?

**Fall** wraps up the year with a focus on what may be the quintessential issue of the Service—how we function, whether as initiators or reactors. Is our philosophy one of risk-taking or do we react instead, doing what a book called *Staking Out the Terrain* says we do repeatedly: failing to take advantage of opportunities where we could be a leader in favor of a more comfortable role as followers. The 21st Century Task Force questionnaire respondents expressed desire to see the Service function as an environmental leader. But is this possible, given the Service's mission; if it is, what kinds of directions do the Service need to take?

# NEW BENEFITS OF THE ELECTRONIC AGE

Computers have penetrated into nearly every nook and cranny of the National Park Service—sometimes with cheers, sometimes with jeers. Incredible amounts of information, formerly relegated solely to paper, are now handled by computers. Almost ironically, computers also generate increased amounts of information in paper form to further overload users' information digestion systems. So imagine someone with a visual impairment trying to keep up with the surplus of NPS professional and local park information. It's an insurmountable chore.



Photo by Denise Guidi

In Yosemite, I have worked as an interpreter and interpretive supervisor since 1975. I am legally blind, but I have found it to be far more difficult to gain regular access to common everyday information than it is for me to interpret Yosemite's rich natural and human history with its exceedingly complex management opportunities. Whether I need to research theories of geology, discuss fire management policies or just review the commonly available park news bulletins, my attempts to get access to the information has been awkward and untimely at best.

However, with the advent of electronic information, output does not necessarily have to be in print. Computers just as easily can spit out information as synthetic speech or raised braille dots. In 1983, I learned that computers had this potential to minimize certain aspects of my disability. With the help of a talented coworker, Malcolm Holser, we obtained an IBM PC. Malcolm wrote prototype software to help link the computer with a robot-sounding speech synthesizer. It was great! Finally, I could write, edit, print out for others, save and later review a lot of my super-

visory work. However, this only helped me with information I personally generated. I suspected there must be ways to gain access to the computer-generated work of others, so I could "read" it using my speech synthesizer.

First, there was informal sharing of files on floppy disks from around the office. Some of the chief interpreter's information updates were made available, along with some park site bulletins and handouts. Then, the park's in-house information sheet, the *Daily Report*, and summaries from the superintendent's staff

meetings became regularly accessible to me on disks. This was wonderful. It gave me more timely access to routine park news and information, but, I also wanted meatier materials to aid my professional growth.

The *Biological Diversity Notebook* for interpreters and the quarterly *Interpretation* bulletins were enticing resources distributed only in print form. I figured someone must have used a computer to write them, however. After very little research, contacts were made, and helpful people at Ohio State University and Harpers Ferry Center did extra work to get these documents to me on computer disks. More recently, the editor of the *Courier* also made the newsmagazine available to me on disks. The *Courier* is a marvelous, new window for learning more about the rest of the national park system.

Do you work with or supervise someone with a visual impairment? The technology is quite affordable and unobtrusive for adapting any IBM compatible computer in your office. Speech synthesizers start at \$200 and the necessary software at \$500. Braille output devices are also available. Training and time will be necessary for someone to grow proficient with the adaptive equipment. However, the new and nearly unlimited potentials for people like myself are exciting.

So, what's next? I would like to hear from others in the National Park Service who are visually impaired or work with those of us who are. We could exchange ideas, experience, and resources. I also would like to make available to others the materials I have received on diskettes. If you know of anyone who is using adaptive computer equipment or who could benefit from such technology please help us contact each other. I can be reached at Yosemite's Division of Interpretation, P.O. Box 577, Yosemite, CA 95389 or by phone at 209/372-0296 (FTS 448-0296).



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## Museum Exhibits Evolution of Ranger Profession

Should we attempt to define "park ranger," there would be much confusion. Surely, a ranger wears a uniform and is a figure of authority wherever he or she goes. But, somehow, on paper, ranger responsibilities can only be summed up in the pitifully vague phrase "...and other duties as assigned." This is not good enough.

Back to 1933, Horace Albright pinpointed the *esprit de corps* of park rangerism, defining the profession not by the jobs they do, but by the spirit of goodwill and pride connected with them:

*We have been compared to the military forces because of our dedication and esprit de corps. In a sense, this is true. We do act as guardians of our country's lands. Our National Uniform which we wear with pride does command the respect of our fellow citizens. We have the spirit of fighters, not as a destructive force, but as a power for good. With this spirit each of us is an integral part of the preservation of this magnificent heritage we have been given, so that centuries from now people of our world, or perhaps other worlds, may see and understand what is unique to our earth, never changing, eternal.*

This *esprit de corps* is what unifies the profession. In fact, rangers celebrate that spirit every year at the Ranger Rendezvous. And, that's where it all began—the idea for a ranger museum. In 1984 at the annual Ranger Rendezvous sponsored by the Association of National Park Rangers (ANPR), some spirited rangers put their hatted heads together. They agreed that the emphasis of the museum should be communicating the important contributions rangers have made to the conservation of natural and cultural resources, not only in the United States, but worldwide.

Yellowstone Superintendent Robert Barbee offered the historic Norris Soldier Station in the park as the museum site, and the proposal was quickly accepted. By early 1985, a Memorandum of Agreement between NPS

and ANPR was signed. Since that time specialists at Harpers Ferry (WV) have been working hard to produce the exhibits, and donations have remained the primary support for the future museum. In fact, completion of the museum depends on donations, which are being deposited in the National Park Ranger Museum Fund (National Park Foundation, 1101 17th St. NW, Suite 1008, Washington, DC 20036).

With an anticipated dedication date of August 25, 1991, the Museum of the Park Ranger will depict traditional uniformed rangers from their earliest origins as frontier scouts and cavalry soldiers to present-day specialists. Exhibits will include stories of the Great Depression when the Civilian Conservation Corps demonstrated true American initiative during tough economic times, and accounts of World War II's 75 percent budget cuts, which turned support for the war effort and the mission to protect the parks turned into a creative balancing act. The contributions of Mission 66 will be included, as will the greater legal authority given to rangers during the 1970s, the rise of environmental concerns, and the resource management trainee program of the early 1980s. The diversity of the National Park Service will be represented also, along with the significant contributions of other park specialists and support personnel.

The museum is expected to serve nearly 200,000 visitors during a summer season, and will be staffed on a rotating basis by retired NPS employees. To find out more about the Museum of the Park Ranger, contact George Robinson at Yellowstone NP, P.O. Box 168, Yellowstone NP, WY 82190, or call 307/344-7381.

Debbie Dortch

# PARK BRIEFS

**B**oston's illustrious "Cradle" badly needs a rehab.

At 4:30 p.m. on Sept. 4th, about 35 persons gathered to hear Interpretive Ranger John Manson give the "last" official public talk at famed Faneuil Hall. For the next 18 months a federally funded, multi-million dollar rehabilitation will be in progress. (Faneuil Hall was built in 1742, burned in 1761 and rebuilt in 1763.)

It was appropriate that Manson, a 12-year veteran of Boston NHP (and Faneuil Hall), spoke those "last words." Previously his Revolution-era oratory has been audited by Ohio Senator Howard Metzenbaum (November 1983); Manson, who is sight-impaired, was featured on the CBS Evening News (July 1988); he also directed an evacuation of the Hall (June 1989) when a WW II hand grenade was discovered in the building. Over his 12 years at the site Manson says that the strangest question asked of him is, "If



*Exterior view of Faneuil Hall.*

you were struck by lightning, would the NPS respond?"

Lusty Marketplace "crying" and bell ringing by Ranger Tom Honningford helped gather his fellow ranger a nice crowd. Inside, Manson displayed an eight-pound chunk of the Berlin Wall as an illustration of a political structure that should be broken into souvenirs—unlike Faneuil Hall, which painstakingly will be rehabbed to restore its "Cradle of Liberty" tradition as a

bastion of free-speech. (In fact two previously scheduled Massachusetts gubernatorial debates were held in the Hall after the closing date.) Faneuil Hall's neighboring historic structure, the Old State House (1713), also will undergo massive repairs at the same time. "Open House" days for the general public, downtown businesses and Boston neighborhood groups were held there in early September.

July 6, 1975 is on record as

the Hall's busiest day when 11,000 persons came through its doors. It will be early 1992 before the giant gold grasshopper that sits atop Boston's most famous Revolution-era shrine can again proudly welcome visitors. The rehab will allow it to welcome those visitors well into the 21st century.

R. Dixie Tourangeau

**I**n 1673, Native Americans showed French explorers Marquette and Jolliet a short portage connecting the Great Lakes and the Mississippi River system. A portion of this portage is preserved at Chicago Portage NHS. Wholly owned and administered by the Forest Preserve District of Cook County, the 91-acre site is an affiliated area of the national park system and sits at the northeastern edge of the I&M Canal National Heritage Corridor. Recently, the Forest Preserve District erected a larger-than-life commemorative statue at the Portage site. Sculpted by Ferdinand Rebechini, the Corten steel sculpture depicts Jolliet, Marquette and a Native American struggling through the reeds to make the portage from the DesPlaines River to the Chicago River and on into Lake Michigan. This project and the forthcoming adjacent historic center will upgrade interpretation, not just of Chicago Portage NHS, but also of the entire I&M Canal NHS.

George Berndt

**W**hen Arizona artist Cynthia Bennett went to Yukon-Charley Rivers NPr (AK) in the summer of 1990, she never dreamed that the smallest salmon in the Yukon River was more than two feet long. This fact made it much more difficult for her to complete her Volunteers-In-Parks project—the printing of children's t-shirts with salmon images.

But the people of Eagle, AK, are up to all challenges. By printing the head of the fish on the front of the shirt and the tail on the back the problem was solved and the wardrobes of 30 Eagle children were enhanced.

Bennett, a landscape painter, is not new to the children's art scene. As a VIP in 1989, she conducted a children's mask-making workshop in Nome, AK, with Bering Land Bridge NPr. The masks were decorated, using local materials. This year she decided to use a fish to imprint patterns on t-shirts, not realizing the Yukon River doesn't have small fish. A local family donated its small-



*Chief ranger Mary Karraker models the mask that artist Cynthia Bennett (l) made of her face.*

est catch to the project—a 26-inch king salmon. One of the youngsters solved the size problem by suggesting printing on both sides of the shirt. After all 30 shirts were completed, the colorful (but nontoxic) 26-incher was fed to a local sled dog team.

While at Yukon-Charley Rivers, Bennett tackled other interesting projects. She conducted an adult mask-making workshop, in

which members of the Eagle community (including park superintendent Don Chase, chief ranger Mary J. Karraker and resource management specialist Steve Ulvi) made masks of each others' faces. Bennett also participated in an NPS project to band peregrine falcons along the Charley River.

Renee J. Beymer



## NEWS



**Thomas D. Akers** will be the first park ranger to enter space. A seasonal employee at Ozark NSR (MO) from 1972 to 1976, and the son-in-law of Ozark Riverways ranger Don Parker, Akers is scheduled to serve as a mission specialist on Shuttle flight STS-41, which will launch the space probe *Ulysses* for a polar orbit around the sun.

Akers changed careers and entered the Air Force after listening to an Air Force recruiter who spoke at the Missouri high school where he was the principal. In 1987, Akers was among the 15 out of approximately 2,000 applicants who finally were selected for astronaut training.

Alex Outlaw

**Judy Forte** has been appointed as superintendent of Horseshoe Bend NMP (AL). A district manager at Chattahoochee River NRA, Foote became involved with the Service as a co-op student in 1978 when she worked part-time at the Tuskegee Institute NHS (AL). She also worked at Appomattox Court House NHP (VA).

Forte takes a personal interest in Horseshoe Bend because of her Creek ancestry. The site commemorates the 1814 battle when General Andrew Jackson's forces broke the power of the Upper Creek Indian Confederacy.

A veteran park ranger with more than 18 years' experience at some of the nation's most popular national park sites has been selected as the new superintendent of Fort Frederica

NM (GA). **Michael D. Tennent** succeeds Jerry Belson, who recently took over the superintendency of Martin Luther King, Jr., NHS (GA). Tennent comes to the position from nine years of service as chief ranger at Castillo de San Marcos and Fort Matanzas NMs (FL).



Fort Frederica Superintendent **Jerry Belson** has been appointed superintendent of Martin Luther King, Jr., NHS (GA). He succeeds Randolph Scott, who retired after 37 years of federal service. Belson, a 16-year career employee, started with the Denver Service Center, then moved on to Amistad RA (TX) and Tuskegee Institute NHS (AL).

"When you have a Soviet guest, it really drives home the meaning of glasnost!" said Rory Westburg, PNRO associate regional director for administration. Through the Rotary membership of Regional Director Charles Odegaard, 18 NPS employees served as daytime or overnight hosts for the Rotary International Soviet Goodwill exchange.

In addition to the athletes, coaches and officials of the Goodwill Games, more than a thousand private citizens from the Soviet Union visited in homes throughout the Puget Sound region during the games.

Using phrase books and the occasional luxury of translators, **PNWR employees** and Soviets slowly, one word at a time, learned about each other.

"Our guest was a take-charge kind of guy," said Harlan Hobbs, chief of PNRO's Realty Division. "While we were seeing the view from a high rise office building, Boris walked into one of the offices, which happened to be a TV newsroom. He pointed to a phone and started making calls to other Soviets he had met in the U.S. Folks in the newsroom were amused and pleased to help." Cooperation like

that was evident time and again as thousands of Soviet visitors charmed Seattlites.

The exchange and the games engendered much good will. As a result, there'll probably be a lot more Christmas cards going between Seattle and the Soviet Union this year.

Nancy Stromsem

## ANNOUNCEMENT

No, it's not a cookbook this time. It's a storybook. And you definitely do not want to be among the missing when this new *National Park Women's Storybook* is published. Everyone is invited to contribute short anecdotes about life in the Service. As many of these as possible will be printed. The editor, NPW historian Thelma Warnock, advises that you'll be disappointed in yourself and you'll miss a lot of fun if you don't think up some stories and submit them.

The storybook will celebrate the 40th anniversary of the women's organization, which was founded in 1952. Possible story categories include: wildlife, visitors, babies, families, weather, neighbors, moving, work, emergencies, fun times, social life, coincidences, education, hardships, appreciation, historic interest, commentary, and, of course, anything else. Make sure your name, address and phone number are included, along with a check for \$10 to reserve a copy of the book and help with printing costs. The deadline for entries is March 15, 1991. All stories should be sent to Thelma Warnock at 4951 North Bank Road, Crescent City, CA 95531. Call 707/458-3373 for more information. Proceeds will go the the E&AA Education Trust Fund, which continues to be the main project of the NPW.

## AWARDS

You saw her in *Parade* magazine. She's this year's Police Officer of the Year, an award given by Parade and the International Association of Chiefs of Police since 1966 to recognize the achievements of this country's more than 500,000 police officers, recognition that, until now, has not been given to a woman. But **Katherine P. Heller** of the U.S. Park Police received the award for her brave reaction to a threat on the life of fellow police officer Scott Dahl during an encounter last February with an assailant in Lafayette Park across from the White House.

Johnston Flood NMem (PA) Ranger **Constance A. Rudd** was selected as the Mid-Atlantic Region's Interpreter of the Year. When she arrived at the park, only two months shy of the centennial of the flood, she helped mobilize the collective skills of employees to provide innovative ways of meeting visitor needs. One of her innovations was a program called "window talks," which gave visitors insight into the events surrounding the flood as they awaited an opportunity to see the film.

Awards were presented at the recent Biennial Convention of the Conference of National Park Cooperating Associations to the cooperating associations whose entries placed first in the publications competition sponsored by the Park Service since 1972. This year the prestigious Director's Award went to the **Isle Royale Natural History Association** for its book, *Isle Royale: Moods, Magic, & Mystique*. Three years in the making, this exquisite book was written by **Jeff Renniecke**.



edited by **Rose Houk** and designed by **Christina Watkins**. Winners in other categories included *Golden Spike National Historic Site* from Southwest Parks and Monuments Association, *Golden Gate National Recreation Area Park Guide* from Golden Gate National Park Association, *The Life of Assateague: A Guide to Three Nature Trails in Assateague Island National Seashore* from Eastern National Park & Monument Association, and *Wild Animals Face to Face* from Grand Canyon Natural History Association.

**Maureen H. Loughlin**, an interpreter at Everglades NP, is this year's National Freeman Tilden Award recipient. She developed and implemented a 1989 Everglades Poster Contest with a biodiversity theme and a 1990 Everglades essay contest, both of which have resulted in greater community and visitor awareness of park resources.

Yellowstone Lake District ranger **John Lounsbury** came up with a positive solution to lakeside litter. Working through the Rocky Mountain Regional Office he located a youth group from Denver's Atzlan Recreation Center that was interested in the project. Next, Lounsbury approached the park's four major concessioners and received their assistance with travel, meals and medical services. The youths, aged 12 to 17, held car washes and candy sales to help pay for other expenses. Lounsbury found the idea so well received that he hopes to make it an annual event for urban youth groups.

Thirty-one NPS employees have received grants from the Horace M. Albright Employee Development Fund this year. Some of the names of recipients and their projects follow.

**Luis R. Arana**, stationed at Castillo de San Marcos NM (FL), will visit Archivo de Simancas (Spain) to study historical papers related to the monument. **Audrey Barnhart**, a museum technician at Scotts Bluff NM (NE), will carry out an oral history study of the Cook collection at Agate Fossil Beds NM. RMRO historical architect **Thomas Keohan** will attend the Architectural Conservation Summer School in Chichester, England. Walnut Canyon NM (AZ) maintenance worker trainee **Pamela Meck** will transform the park's residential area from turf to a xeriscape design, using native and drought tolerant plants.

## RETIREMENTS

More than 200 co-workers and friends of **Pete Sanchez** gathered for a traditional luau at Kula Community Center (HI) to celebrate his retirement after 30 years of government service. He and his wife, Mary, are retiring to Glenwood, NM.

Pete has served as chief of visitor services at Haleakala NP since 1984. His distinguished career took him to Craters of the Moon (ID) and Death Valley NMs (CA), then to what became Guadalupe Mountains NP (TX), to Carlsbad Caverns NP, and to Denali NP (AK). In 1969 he became Death Valley's chief naturalist. In 1972 his expertise in geology made him an important member of the team assembled to inventory and evaluate potential park lands authorized by the Alaska Native Claims Settlement Act.

Following this detail, Sanchez returned to Death Valley where, as chief of resources management, he successfully managed the controversial burro control program and played a critical role in saving the endangered Devil's Hole pupfish. Pete wrote the first resources management plan for the monument. He is considered a pioneer of the Service's early efforts to professionally manage park resources.

Donald W. Reeser



*Lawrence of Arabia* hit the screens in 1962, the same year Larry Tillman joined the National Park Service. During the next 27 years, Larry's commanding presence and personal warmth earned him the respect and friendship of colleagues throughout the Service.

His NPS assignments included stints at Cumberland Gap (KY), Prince William Forest (VA), Everglades NP (FL) and Cape Cod NS (MA). He joined the HFC staff in 1974 to help coordinate bicentennial projects, and was involved in developing traveling exhibits, waysides, and audio chairs. In 1976, Larry joined the newly established Division of Interpretive Planning, where he worked until his retirement in July 1990.

Larry's many friends recall his good nature, sense of humor, and ability to listen and comprehend without leaping to conclusions.



These qualities and his passion for national parks have made him an outstanding interpreter and planner.

Michael Paskowsky

After 30 years of federal service, **Dennis L. Hill** retired from Cuyahoga Valley NRA to head for the Southwest. Dennis began his NPS career in 1964 at Plat NP where he performed general maintenance duties. His reputation as a top notch person in the field of park maintenance is widespread, and comes from having worked in nine units of the national park system, including Grand Canyon NP (AZ), Hawaii Volcanoes NP (HI), Fire Island NS (NY), Redwood NP (CA), and Cuyahoga Valley NRA (OH) where he spent the last nine years as facility manager.

DSC's **Vance Kaminski** has retired after a 29-year career with the National Park Service, most recently serving as part of DSC's Central Team.

## DEATHS

E&AA Life member **Bailey O. Breedlove**, the first Alaska Region employee rep to the E&AA Board of Directors, passed away at his Anchorage home on August 28. Bailey retired from the Service in 1985 after a 23-year career as a landscape architect. During that time, he helped implement the Alaska Native Claims Settlement Act and the Alaska National Interest Lands Conservation Act, which brought ten new areas into the park system and added lands to three existing parks.

He is survived by Carolyn, his wife of 38 years. Memorial contributions may be sent to the Hospice of Anchorage, 3605 Arctic Blvd., # 555, Anchorage, AK 99503, or to the American Cancer Society, 406 W. Fireweed Lane, # 204, Anchorage, AK 99503.

**Wilfred Kerner (Bill) Merrill**, 86, died on June 12 in Olympia, WA. He began his NPS career as a seasonal on May 15, 1927, at Yosemite NP, where he met his wife, Margaret Rose Becker (deceased in 1986) at the Ranger's Club. In 1937 he was transferred to Lake Mead NRA. Other assignments took

him to Sequoia-Kings Canyon NPs, Yosemite NP again, and finally to Olympic NP in 1949. He retired from there in 1958, then moved with his wife back to California.

Bill wrote seven books that appeared as Outdoor Life Book Club selections. His wife, Margaret, wrote the popular *Bears in My Kitchen*. Bill is survived by several cousins, nieces and nephews.

**Louis W. Hallock**, 80, died September 25 in San Francisco after months of ill health. He started his ranger career in 1935 at Mammoth Cave (KY) after graduating from the University of Connecticut with a major in forestry. He moved on to Carlsbad Caverns NP (NM), Lassen Volcanic NP (CA), Yosemite NP (CA), Crater Lake NP (OR), Death Valley NM (CA), Sequoia/Kings Canyon NPs (CA), Bryce Canyon NP (UT), and Lassen Volcanic NP. Survivors include his wife, Dorie, six children, a brother, a sister, 12 grandchildren and 17 great-grandchildren.

**Mary Elizabeth Macomber During** died suddenly on June 8. Born in 1914, she graduated from Pomona College (CA) in 1935, then went on to obtain a masters degree from the University of California (1936). In 1939, she married Harry During, then a Yosemite NP park ranger. Mary taught school for brief periods before and after his retirement in 1966. She is survived by her husband, two sons, and a daughter.

**Fred (Buck) Branam**, 58, formerly an employee of Great Smoky Mountains NP, died May 10 after a long battle with cancer. He joined the park in 1976 as a temporary laborer in the Maintenance Division, retiring on disability in 1990 as an engineering equipment operator. He leaves his wife, Lois Ramsey Branam, a son, three daughters, seven grandchildren, a brother and four sisters.

**Donald L. Cross** passed away June 26. He was born in 1926 in West Virginia, and worked in fire management for the Department of the Interior for 40 years. He served many years in Yosemite as a ranger, fire control officer and safety officer. Cross is

survived by a daughter and two sisters.

**Lester Moe**, 80, passed away August 27 in a Merced, CA, hospital. The next day, his wife, **Nelle-Terry**, 71, died at their home in Midpines. They had been married 51 years. Lester worked for the Park Service from 1933 until his retirement in 1966. He and his wife came to Yosemite as newlyweds in 1939, and except for the war years, when Lester served with the Navy, lived in Mariposa County. Following his retirement, the couple moved to Midpines. They are survived by a daughter and two sons; Nelle-Terry is survived by three sisters also. Memorial donations may be made to the Midpines Volunteer Fire Department, P.O. Box 80, Midpines, CA 95345.

**Weldon W. Gratton**, 78, died September 22 in Mesa, AZ. A landscape architect, he joined the Park Service in 1934 at Theodore Roosevelt National Memorial Park. From there he went to the Midwest Regional Office, then later to Washington, DC. Gratton developed the Master Plan format and team study procedures. He received the Meritorious Service Award in 1967.

Gratton is survived by his wife, Marjorie (427 N. 61 St., Mesa, AZ 85205) and two sons.

**David C. Minor** died September 17 in Moab, UT, after a two-year battle with cancer. David was known for his work as a district ranger for the Needles District of Canyonlands NP, a position he held from 1968 to 1977. He then served as a BLM outdoor recreation planner from 1977 to 1990. During his years with BLM he contributed in a major way to the planning and creation of Kokopelli's Trail.

An old-car enthusiast as far back as high school, he is survived by his wife Nancy, a daughter, son, grandson, mother, two sisters, and three nieces.

**Charles Edward (Judge) Shannon**, 89, passed away September 24 in San Angelo, TX. He served as U.S. Magistrate at Big Bend NP from 1959 until retirement in 1983 at the age of 82. Employees at the park paid tribute to Shannon by making a donation in his memory to the E&AA Education Trust Fund.



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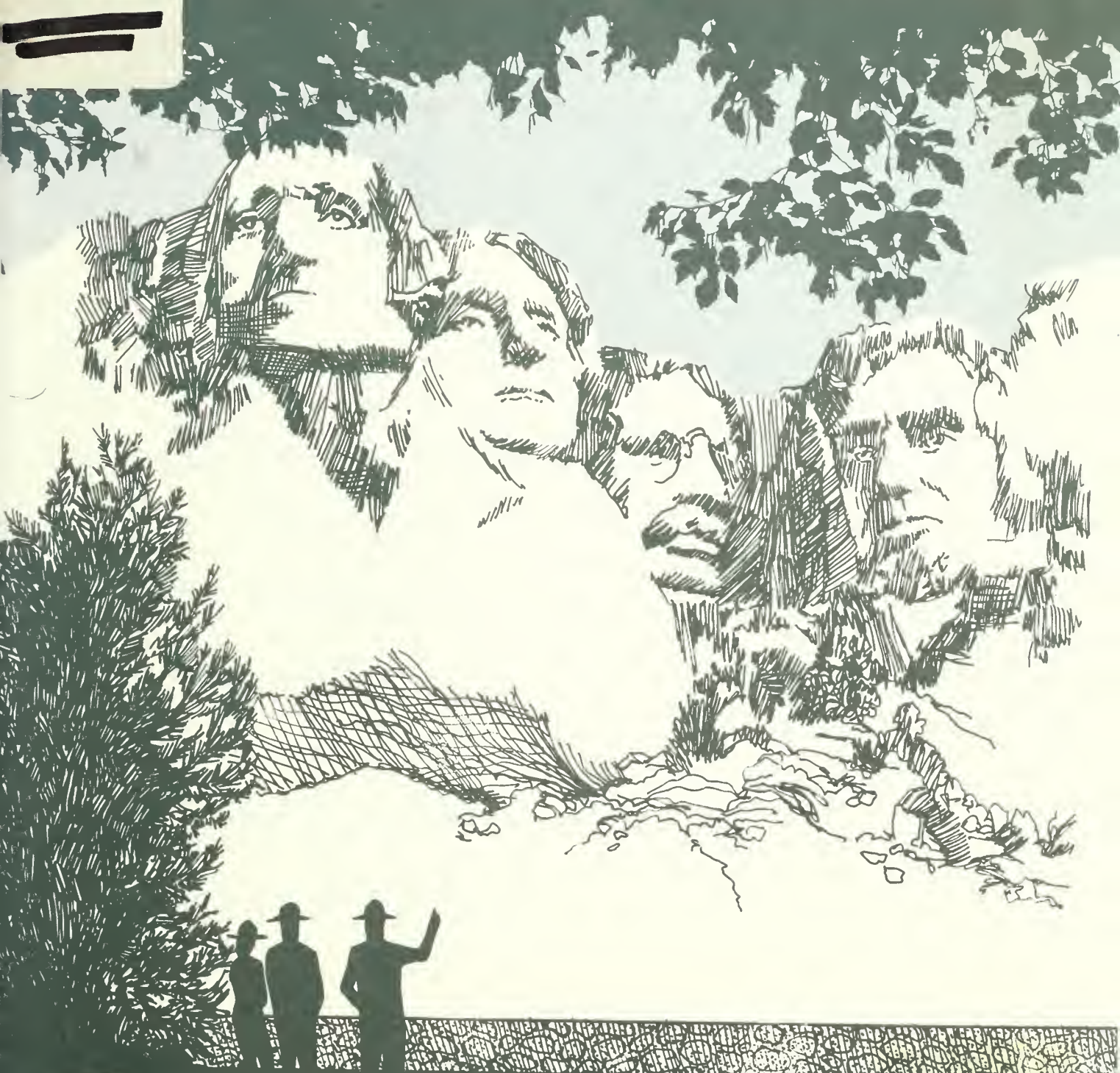
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# COURIER

Special Employee Development Issue for 1991



*To conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.*

NATIONAL PARK SERVICE







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75 Years of Employee Development in the National Park Service .....	Center Section
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**L**ate on the evening of August 25, 1916, President Woodrow Wilson signed a bill to establish the National Park Service. The adroit footwork of Horace Albright in shepherding the bill from Congress to the White House on that hot day in August resulted in the creation of an agency which today is one of the most highly regarded bureaus in the Federal Government. Newly appointed Director Stephen Mather was offered a salary of \$4,500, a staff of four and as many more employees as he desired — so long as the total expenditures for the new organization did not exceed \$19,500. What began with Stephen Mather, an initial staff of four, and a small group of parks, has now grown to over 12,000 employees who manage more than 350 field areas.

Times have changed, but our essential mission has not. The Organic Act of 1916 still guides us during this 75th anniversary of the National Park Service. Largely written by noted landscape architect Frederick Law Olmstead, Jr., the enduring expression of national park purpose stated on the front cover of this Courier embodies a profound challenge to all of us in managing the magnificent resources of the Service. We are the custodians of many of this country's greatest treasures.

As we celebrate the accomplishments of the National Park Service let us educate the public to our mission while also examining our own personal role in fulfilling that mission. Clearly, one of the key areas for self-examination must be the skills and motivations we bring to our jobs. We cannot be complacent while the world changes rapidly around us and places increasing pressures on the resources we manage. Our personal development must incorporate new technologies while at the same time heightening our human relations skills.

I strongly support employee growth, not only for the positive effect it has on the organization, but for the increased motivation and satisfaction such development can bring to each employee. Be flexible and innovative in planning your development strategy. Continue your education at a local college, university, vocational school or through correspondence. Consider participating in the Washington Office Orientation Program which I feel is beneficial both to the participants and to me personally. Apply for grants from the Horace Albright Fund. Use details, shadow assignments and other alternative development strategies. An investment in your development during this year of celebration is an investment that will produce benefits in our future — your's, the Service's, and the System's!

James M. Ridenour  
Director  
National Park Service





The 75th anniversary of the founding of the National Park Service gives us an excellent opportunity to celebrate our accomplishments and to examine how we as individuals can better meet the goals of our mission statement. During 1991 the employee development community will be active in fostering programs to observe the anniversary while also preparing the Service for the upcoming decade. Starting on January 1, we are establishing a revised orientation program to ensure that new employees develop an appropriate understanding of the Park Service history and mission. In April the National Park Service will sponsor the Women's Conference for the first time in over a decade to recognize the accomplishments of women in the Service as well as to provide career learning opportunities. By this August each employee will also receive an updated *Shaping the System* handbook by our Bureau Historian, Barry Mackintosh, which summarizes the history of the Service. These and other activities are planned in order to recognize the contributions made by the employees of the National Park Service.

This special issue of the *Courier* announces the 1991 Servicewide employee development programs. It also provides you with information on many alternative development opportunities as well as key initiatives being taken at the Regions and Service Centers. These programs reflect the developmental needs which you collectively identified last year in your Employee Development Plans (EDP). Review this *Courier* carefully, discuss it with your supervisor, and use it to help create your 1991 EDP.

We continue to automate the employee development function by utilizing the new Servicewide Needs Assessment Process/Training Accomplished (SNAP/TRAC) software system. An improved EDP Catalog has been distributed and must be used when completing your 1991 EDP forms. We will also fully implement the TRaining ACcomplished portion of the system this year to better document your certified development activities. For assistance in completing your EDP or for other related questions on employee development, please feel free to work with the network of employee development professionals at the local, regional and Washington Office levels.

The 1990's will demand more from each of us in terms of educational attainment and specialized skills. During this year of celebration, also take the opportunity to reflect upon your developmental needs and the means by which they can be addressed. Complete an EDP to document your development strategy. Next, follow through on your plan by applying what you learn to the work you perform. Improved productivity, quality service, and the use of greater technological skills in protecting our resources is the best possible legacy we can give to the Service.

Reginald "Flip" Hagood  
Chief, Employee Development Division  
National Park Service

# The Employee Development Centers

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## ■ Horace M. Albright Employee Development Center

The Albright Center was established as a result of the evolving requirements of the Service. Until the 1950's, most training was sponsored at the park level with only rare and specialized programs offered by the regional or Washington offices. In September, 1957, a pilot training center was initiated at Yosemite National Park. For the following 5 years Yosemite offered a variety of programs which received excellent reviews, particularly the course which equates to today's Ranger Skills. In June, 1963, the Horace Albright Employee Development Center was established at Grand Canyon National Park to provide a centralized field training facility. Originally, the Center was established to provide new rangers with an introduction and orientation to the National Park Service but it has since substantially expanded its role. Now Albright offers a vast array of courses, particularly in maintenance training, while continuing to offer Ranger Skills classes.

## ■ Stephen T. Mather Employee Development Center

The Mather Center occupies buildings that once housed Storer College, an historic series of buildings from which for nearly a century Black students pursued their college education. Declining admissions forced the closing of the college in 1955 but the educational tradition begun at Storer continues today as the Mather Employee Development Center. The National Park Service adapted several of the college structures and reopened the facility in 1963 as a multipurpose employee development center. Mather now offers a broad array of programs, particularly in the areas of cultural resources and interpretation.

## ■ Law Enforcement Employee Development Center, FLETC

The Federal Law Enforcement Training Center (FLETC) is an interagency facility managed through the Department of the Treasury. This Center, whose buildings were once part of the Glynco Naval Air Station, now serves an ever increasing number of federal agencies. Highly specialized programs and the newest technologies are used to ensure that participants gain all the necessary law enforcement training necessary for their jobs. Programs relevant to National Park Service needs have been developed to ensure appropriate training. The NPS presence is represented by the Superintendent of the Law Enforcement Employee Development Center whose responsibilities include the management and development of Service courses and assistance to NPS employees enrolled at the Center. The NPS staff also provides the network of colleges and universities, approved to teach the Service's Seasonal Law Enforcement Training Program, with program direction and technical support.

## ■ Williamsport Preservation Training Center

The Williamsport Preservation Training Center (WPTC) was established in 1977 to meet a growing demand for specialists who could both perform and direct preservation work on the thousands of historic structures in the National Park System. Located in the historic Cushwa Warehouse building along the Chesapeake & Ohio Canal in Williamsport, Maryland, the Center serves as the only National Park Service facility devoted exclusively to the development of preservation specialists. The Center offers a 3-year internship program, crossover assignments and developmental opportunities for NPS units and other federal agencies. The WPTC is under the administration of the Harpers Ferry Center. Contact Tom McGrath, Chief of the Williamsport Preservation Training Center for further information.

## ■ Boise Interagency Fire Center

The Boise Interagency Fire Center (BIFC) consists of six agencies working together to provide support, fire training, and technology transfer services with the mission of more effectively managing wildfires on range and forested lands. The agencies involved at BIFC are the U.S. Forest Service from the Department of Agriculture; the National Weather Service from the Department of Commerce; and the Bureau of Indian Affairs, Fish and Wildlife Service, National Park Service, Bureau of Land Management, and the Office of Aircraft Services, all from the Department of the Interior. The Bureau of Land Management is the host agency at BIFC and manages the facility. The National Park Service has its own mission, projects and staff while sharing in the primary mission of the Center. National fire training schedules are available from Regional Fire Management Officers, Employee Development Officers or the resident NPS Fire Training & Safety Specialist at BIFC.



## ■ Employee Development Opportunity Information

Information on NPS employee development opportunities is available from several sources. First, the individual Employee Development Opportunity Announcement issued by the sponsoring office/center provides the most detailed and up-to-date information on a specific program. This announcement tells you what the course is about, who it is for and how and by when you must apply. Second, this Special Edition Courier lists all planned developmental programs for calendar year 1991. Third, the Mather, Albright and Law Enforcement Employee Development Centers create their own catalogs of courses. Fourth, Regional Offices/Service Centers sometimes publish catalogs on the programs they plan to sponsor. Fifth, a Servicewide Employee Development Opportunities Listing is placed on the CompuServe bulletin board and updated every three months. This information is available to you by simply asking for it. Sixth, the WASO Employee Development Division established in 1989 the issuance of one page bulletins on relevant employee development issues, programs and procedures. These bulletins are published periodically throughout the year and distributed in such a quantity to permit approximately one copy for every three employees. Finally, brochures and literature on development opportunities from other agencies or from private vendors are available from your park or office Employee Development Coordinator and Regional or Service Center Employee Development Office. And don't forget, you too can gather information directly from vendors or educational institutions.

## ■ Application

The best way to know how to apply for a program is to read the opportunity announcement carefully. For Servicewide courses, you will normally be required to submit a one-page nomination form which is attached to the announcement. This form saves time by not requiring non-selectees to submit the more lengthy SF-182 form. While the nomination form sometimes varies by Region and program, it gathers the information necessary to help the selecting officials choose the individuals in greatest need of the training. Therefore, it is to the applicant's advantage to carefully and thoroughly complete the nomination form. In all circumstances, an SF-182 training form must be submitted to the approving official before attending a training event. The 10-part form is used when a tuition fee is assessed, otherwise, the shorter 5-part form can normally be used.

## ■ Selection

Selections to Servicewide employee development programs are based on the priorities established by the Service Centers and Regions. While each Employee Development Officer may vary the procedures used in establishing the priorities, the concept of merit selection is always maintained. Frequently, panels of subject-matter-experts or a pre-established employee development committee perform this duty. Once completed, the priority lists are submitted to the sponsoring Employee Development Center which reviews the needs on a nationwide basis and allocates an appropriate number of positions to each Region/Service Center. After selections are made and reported to the Employee Development Officers, the sponsoring Employee Development Center corresponds with the selectee regarding travel information and other program details. Each trainee is responsible for the preparation and submission of necessary travel authorization, travel advance and travel vouchers. It is imperative that trainees submit a completed travel voucher through regular channels within 5 days return from the program. A copy of this voucher should also be sent to the sponsoring Employee Development Center. This copy is used to document the amount to reimburse Regions/Service Centers for Servicewide funded programs.

## ■ Cancellations and Replacements

Last minute cancellation from an employee development program should be avoided whenever possible because it can be costly and prevent another qualified employee from attending. If cancellation is necessary, notify your supervisor and Regional/Service Center Employee Development Officer immediately. The Employee Development Office will then contact the sponsoring Employee Development Center. In all circumstances, replacements are selected from a previously established list of Servicewide alternates.

# Employee Development Officer Activities for 1991

Employee development opportunities are provided at various levels and locations of the National Park Service to best address development needs. Each of the ten Regions consists of Employee Development Offices which sponsor programs to meet regional requirements. The two Service Centers produce a curriculum similar to the Regions as well as some highly specialized courses. The Williamsport Preservation Training Center and Boise Interagency Fire Center provide Servicewide developmental programs in cultural resource preservation and fire management. The United States Park Police offer courses for its highly professional workforce located in many of the largest urban areas of the Service. Finally, the Washington Office Employee Development Branch coordinates programs for its employees located principally in the Washington, D.C., Virginia and Colorado areas. The names and addresses of all the Employee Development Officers are listed on the back cover of this Courier.

## Regional Activities

### ■ Alaska Region



With the input and assistance of the Equal Opportunity Advisory Committee, we plan to offer various short sessions on human relations topics such as stress management, career development, self-motivation and the Myers-Briggs process. Additionally, we will cover skill-specific topics such as WordPerfect, secretarial skills, FFS, FDE, and other cross-functional subjects. We will offer follow-up classes on the Alaska National Interest Lands Conservation Act (ANILCA). The involvement of conservationists, politicians and external users in this class has been very well received. Other scheduled classes include Hazardous Material Technician Certification, Orientation to the Management of NPS Resources (Cultural and Natural), and a Regional Workshop on Interpretation.

We plan to take team building sessions to many of our parks. The specific agendas will be adjusted to meet local needs with sessions to include the human relations topics listed above along with communications, facilitation, and problem solving.

### ■ Mid-Atlantic Region



The Mid-Atlantic Region's 1991 training program will consist of new endeavors based on the knowledges, skills, and abilities identified from the Employee Development Plan (EDP) data along with input from managers and course coordinators. Programs in 1991 will include Contracting Officers Technical

Representative, Interpreting Slavery, initiating the new orientation policy, and refining our current Cooperative Education Program.

Our on-going programs will consist of Maintenance and Interpretive Skill Teams; basic supervision for new supervisors; training for supervisors and managers in the areas of equal opportunity, personnel management, and position management; another secretarial seminar; continuation of the Mid-Level Management Development Program; the special four-month detail to the Office of the Regional Director (which has been very successful); law enforcement refresher; and various fire courses.

### ■ Midwest Region

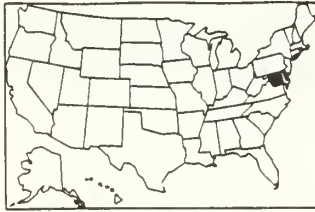


Using data from SNAP, the FY 91 training program has been developed to meet the needs that were of high priority. Supervisory and management development offerings include: performance management, situational leadership, budget formulation, safety, and equal opportunity. Orientation to NPS Operations, Structural Fire, SET training, and a painting workshop for historic structures will also be offered. A computer skills fund will be available for local training. Onsite administrative training and Regional Office orientation will be provided as needed. The MWR will be actively supporting development programs such as administrative intakes, management development, upward mobility and the Servicewide intake program. Special offerings will include pre-retirement counseling for employees and spouses. The multi-regional Maintenance Operations Workshop, co-sponsored by the MWR, is scheduled for the spring. The 1991 Superintendents' Conference will be a joint effort by the Midwest and Southwest Regions.



# Employee Development Officer Activities for 1991

## National Capital Region



During FY 91, the NCR Employee Development Center will offer courses in supervisory and managerial development, with emphasis on managing and providing employee development experiences for a more diverse workforce. Included in the Regional curriculum is a Mid-Level Manager Practicum, emphasizing team problem solving, communications, learning theory, and training techniques for mid-level managers.

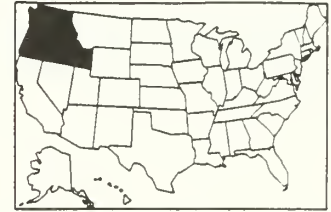
A wide variety of employee development opportunities will be provided in the areas of maintenance, interpretation, natural/cultural resource management, and safety. Orientation courses will also be emphasized. An Administration: Introduction course will be conducted featuring four modules, one offered per quarter, with each module emphasizing different areas of administration; i.e., personnel management; contracting, procurement, and small purchases; property management, internal control, and safety; and budget, finance, and travel. Several information management and computer training sessions will also be provided.

## North Atlantic Region



The North Atlantic Region will focus on several new and exciting human resource development activities during FY 91. We have embarked on a comprehensive management development training program which will focus on three principle elements: a management feeder system, a leadership development program and a management excellence focus. This effort is a strategic plan designed to equip managers with the competencies needed to manage in the North Atlantic Region during the next decade. Recruitment and retention issues are problems facing everyone; they are most severe for parks in this region. A two year Gardener Intake Program has been implemented to develop trained, professional gardeners in the NAR. Faced with the challenges of automated environments, we will continue to meet the need for basic computer training in the areas of WordPerfect, MS/DOS and dBase.

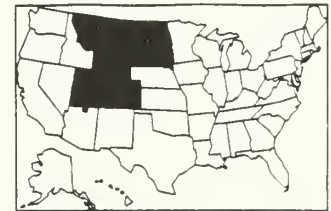
## Pacific Northwest Region



The Region's FY 91 emphasis in employee development will be to continue our two-year Supervisory Excellence Program with a 40-hour Personnel Management Workshop for Supervisors and Managers and to conduct an interdisciplinary workshop titled, Serving the Visitor/Protecting the Resource.

We will conduct a series of Regional Office short courses covering communications, team building and career development and provide an FFS Workshop along with ongoing training.

## Rocky Mountain Region



Taking the not so subtle hint from the regional SNAP data, the Rocky Mountain Region has placed Supervisory/Managerial Development at the top of the training priorities for 1991. Intensive, introductory courses are planned for probationary supervisors, while those who need refresher training will be offered sessions designed in accordance with the new requirements for supervisory update training. Orientation to the National Park Service and training for those who serve the region in administrative positions round out the top three priorities for the year.

# Employee Development Officer Activities for 1991

## ■ Southeast Region



Emphasis on quality training for supervisors and managers in the Southeast Region will continue during 1991. The success of the NPS Advanced Supervision program conducted by Georgia Southern University supports our plans for further management training from this source. We will also continue to utilize the Center for Creative Leadership in Greensboro, N.C. for newly selected Park Superintendents.

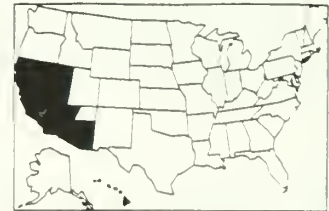
The Regional lending library maintained by the Training Office is being expanded and we encourage our employees to utilize this alternate method of learning. Information on the library as well as courses scheduled throughout the Region is available in the Regional Training Catalog which will be distributed in January. Our Regional Skills Teams (Supervision, Interpretation, Resources, etc.) will be offering courses in their areas of expertise. Training will be designed and presented as special needs arise. We will also continue traditional training such as Law Enforcement Refresher and Orientation to NPS Operations.

## ■ Southwest Region



We will focus in 1991 on providing a balance between "people skills" and technical training. Our program will consist of courses in the areas of equal opportunity, maintenance, interpretation, safety & supervision, and ruins preservation. A continued emphasis will be placed on the combined Orientation to National Park Service Operations and Orientation to the National Park Service Resources (Team Resources) courses along with the Maintenance Training for Navajo Speaking Employees program. This unique Navajo course consists of a curriculum which includes: (1) hands-on skills training, (2) maintenance supervisor's training, and (3) overview on administration. A supervisory pilot program will be offered for the first time in 1991. We also continue to pursue the development of a Strategies for Success training course.

## ■ Western Region



Our employees are our most important resource, enabling us to protect the cultural and natural resources of the Region. To better prepare our employees for the coming year, we will offer the "Orientation to NPS Operations" course and the "Career Development Workshop" to help employees discover their career paths. Skills teams will offer classes in the prevention of sexual harassment, interpretive skills, position management, and equal opportunity throughout the Region. The third year of the Regional Ranger Intake Program will be underway this summer. While fewer training dollars may be available, this Region is committed to finding ways to get meaningful training opportunities to our employees.



## Service Centers

### ■ Denver Service Center



The DSC Employee Development Division continues to offer courses for the entire National Park Service. This fiscal year the NPS Design Workshop will be combined with the Project Supervisors Conference; the first time that design and construction employees will have a joint workshop. Emphasis will focus on the quality of park development over the last 75 years in commemoration of the NPS 75th anniversary. Other programs being planned for this year include a Servicewide Planning Workshop, Construction Workshop for Supervisors and Facility Managers and a Comprehensive Construction Supervision training program. A design training program is currently under development; similar programs have already been completed for planning and construction.

The Department of the Interior considers Value Analysis of Design and Construction to be important and we are responding with classes in Denver and Falls Church, Virginia. The Mid-Level Management Program is going great. Computer training is an on-going process.

### ■ Harpers Ferry Center



The Harpers Ferry Center offers several highly specialized training programs to meet the specific needs of its employees. These programs include: Cultural Bias in Museums (Just Who Do You Think You're Talking To?); Mapmaking for Parklands; Plastering Workshops; and a Masonry Workshop. The Center also offers general training in the following: Writing Performance Standards and Conducting Appraisals for Supervisors; Defensive Driving; EO Update; Employee Assistance/Drug Education; AIDS Awareness Seminar; CPR/First Aid; EMT; Project Management/COTR/Construction Management; Secretarial Workshop; Travel Tips; Communications-Writing Course; and Your Healthy Best.

### ■ Boise Interagency Fire Center (BIFC)



The training emphasis in 1991 for the national fire program will concentrate on presenting a proposal for a complete revision of the National Wildfire Coordinating Group's incident qualification and training curriculum. This revised curriculum will reduce redundancy in the current system, emphasize tactical basics, and reduce long-term training costs.

Training and skill requirements have been established for all fire overhead positions within the Incident Command System. The Incident Qualifications System within the Wildland Fire Management Computer System tracks training needs for 5,000 NPS personnel. Courses have been developed for park and regional managers and staffs to help fully understand the risks and benefits of prescribed fire and how to coordinate the advanced management techniques currently being utilized in both prescribed fire and wildfire suppression. Contact your Employee Development Officer, Regional Fire Management Officer, or the NPS-BIFC Training and Safety Specialist.

### ■ Williamsport Preservation Training Center (WPTC)



The 1991 Williamsport training schedule includes expanded opportunities for the NPS maintenance and cultural resource employee. Planned courses are designed to extend beyond the traditional 3-year Exhibit Specialist Internship program. Proposed for 1991 is a Williamsport Co-Operative Education Agreement with the Architectural Department at Tuskegee Institute, an internship program for intermediate craft level wage grade employees, participation in the Washington Office Intake Program, and summer student Architectural Technician positions.

At least ten short workshops in preservation maintenance topics shall be offered either directly by WPTC or in association with the Harpers Ferry Center. Crossover training opportunities will be available throughout the year for field employees who can work to improve technical or craft skills and increase preservation sensitivity.

By maintaining a flexible and customized approach to employee development and training in all aspects of historic preservation, Williamsport will continue a two decade tradition of specialized "hands-on" crafts training.

# Employee Development Officer Activities for 1991

## Other Development Offices

### ■ United States Park Police

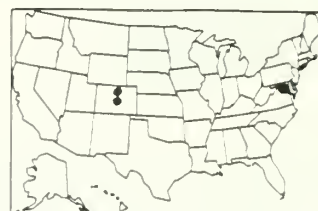


The United States Park Police Training Branch is in full swing with its annual training program for privates and sergeants. This year's curriculum includes topics such as hazardous materials, First-Aid, CPR, narcotics and PR-24 recertification. The Force is initiating its first in-house training program for newly promoted sergeants while continuing its management training for lieutenants and captains. A new curriculum is also being developed to provide training for candidates eligible to compete for promotion to the rank of sergeant and lieutenant.

Construction of the new indoor firearms range in Washington, D.C. has been completed. A two year 9mm pistol transition training program is commencing for all officers.

The Park Police will be providing training to other agencies on helicopter repelling, equestrian skills, motorcycle riding, sobriety testing and radar operation. The Force will also co-host with the International Association of Chiefs of Police an advanced hostage negotiations seminar.

### ■ Washington Office



The WASO Employee Development Branch will be emphasizing orientation training during this 75th anniversary year of the National Park Service. A revamped Orientation to NPS Operations program will be offered to ensure that all new employees are able to attend. Orientation to the Management of NPS Resources programs for new and current employees will also be sponsored.

Computer training will be provided in the WASO Employee Development Center. Courses at various levels of WordPerfect, dBase, Lotus and MS/DOS will be available. Specialized courses to meet the needs of individual offices will be presented. Clerical/secretarial and supervision programs will also be considered for fiscal year 1991.

In conjunction with the Department of the Interior Partnership in Schools program, the WASO Employee Development Branch is coordinating a volunteer instructor series for a nearby Washington, D.C. elementary school. Interested individuals should contact the WASO Employee Development Officer for more information.



This special issue of the NPS Courier sets forth the schedule of developmental experiences offered at the Albright, Mather, and Law Enforcement Employee Development Centers, Williamsport Preservation Training Center and by the Employee Development Division for 1991. These are not, however, the only employee development opportunities available to employees of the National Park Service. Alternative training delivery mechanisms include audio-tapes, slide-tape programs, self-paced packages, programmed and classroom instruction, computer based training, seminars, video-tapes, workshops, correspondence, on-the-job training, learning resource centers, on-site courses and teleconferencing. Listed below are a few alternative resources employees may desire to consider in developing their knowledges and skills.

## ■ Advisory Council on Historic Preservation

The Council is jointly sponsoring with the General Services Administration a series of courses on "Federal Projects and Historic Preservation Law." This program focuses on the requirements of Section 106 of the National Historic Preservation Act. Programs are offered throughout the country on an on-going basis.

## ■ American Academy for Park and Recreation Administration (AAPRA)

The AAPRA was formed to advance knowledge related to the administration of recreation and parks, to encourage scholarly efforts by both practitioners and educators that would enhance the practice of park and recreation administration, to promote broader public understanding of the importance of parks and recreation to the public good, and to conduct research and publish scholarly papers related to the advancement of park and recreation administration. This non-profit organization periodically sponsors symposiums for NPS employees as well as for the general public.

## ■ Archeology Report

The Federal Archeology Report, a quarterly publication of the Archeological Assistance Division of the National Park Service, provides information on training opportunities in each issue. The fall quarter issuance is devoted to cultural resources developmental opportunities which relate to archeological preservation during the upcoming calendar year. For further information or copies of the newsletter, contact the Publication Specialist, Archeological Assistance Division, National Park Service, P.O. Box 37127, Washington, D.C. 20013-7127 or call 202-343-4101, FTS 343-4101.

## ■ Association for Technology International

The Association for Preservation Technology International (APT) is a multi-disciplinary association whose membership extends internationally to include preservationists, architects, conservators, consultants,

contractors, engineers, historians, landscape architects, technicians and other persons directly involved in the maintenance, conservation and protection of our historic and world heritage buildings, sites and artifact resources. Organized in Canada in 1968, the headquarters of APT was located in Ottawa until 1988 when the organization moved to the United States.

APT provides the essential forum for the dissemination and distribution of today's developments in preservation technology. The Association offers training courses prior to the Annual Conference on such technical subjects as wood conservation, historic paints and decorative finishes, stained glass repair, historic concrete and high-rise structure maritime and landscape preservation. Other courses may be offered at varying times during the year, often in collaboration with other preservation organizations or educational institutions. Recent subjects have included masonry and masonry repair, terra cotta, plaster and stucco work. Further information may be obtained by writing: APT, P.O. Box 8178, Fredericksburg, VA 22404 or by calling: (703) 373-1621.

## ■ Campbell Center for Historic Preservation Studies

The Campbell Center offers a series of short term courses in architectural preservation and collections care, including a intensive four week program covering materials and causes of deterioration, environmental monitoring and control, storage and exhibition, and planning and fund raising. In 1990 the Center instituted a series of refresher courses for practicing conservators. Courses beyond the introductory level have prerequisites for admission.

The Campbell Center is a non-profit educational institution located in Mt. Carroll, Illinois and established in 1979 to provide educational opportunities to compliment higher education programs in architecture, museum studies and conservation, and to meet the needs of other professions for information on the preservation of historic resources. For further information about upcoming courses, contact the Campbell Center, P.O. Box 66, Mt. Carroll, Illinois 61053, telephone (815) 244-1173.

# Alternative Development Opportunities

## ■ Catalogs from Mather and Albright

The Mather and Albright Employee Development Centers have an extensive supply of learning resource materials available for reference or loan. The Albright Center creates videotapes on specific NPS topics; its most recent product being the revised, 1991 videotape "History and Mission of the National Park Service." Catalogs are available upon request.

## ■ College of the Air

Many colleges and universities offer programs via television channels or certain cable stations. These telecourses, academically equivalent to on-campus courses, allow busy students to earn college credit at home or during the work day. Students frequently have access to the same support services and campus privileges as on-campus students. Telecourses normally consist of weekly TV programs, a study guide, a textbook and an instructor . . . all working together to provide the student a learning experience at the convenience of the participant. These programs are available from individual schools or consortium of schools; check with you Employee Development Officer for more information.

## ■ Colleges/Universities

Local colleges, universities and trade schools should not be overlooked by employees seeking employee development opportunities.

## ■ Cultural Resources Management Directory

"A Directory of Training Opportunities in Cultural Resources Management," October 1990 - December 1991, was published this last September as a Special Issue of the CRM Bulletin of the National Park Service. This outstanding directory cites over 200 short courses offered by federal agencies, states, colleges and universities, and other sources. The directory lists programs for organizations such as: Preservation Institute for the Building Crafts, Society for the Preservation of New England Antiquities, Eastfield Village, John C. Campbell Folk School, Augusta Heritage Center and Brookfield Craft Center Workshops, among others. A reference copy is available from your Regional Employee Development Officer. To receive a copy, contact Amy Federman, National Register Branch, Interagency Resources Division, at National Park Service (413/424), P.O. Box 37127, Washington, D.C. 20013-7127, or telephone Ms. Federman at 202-343-9536, FTS 343-9536 or Ms. Bevitt at 202-343-9561, FTS 343-9561.

## ■ Departmental Learning Centers (DLC)

The Department of the Interior currently administers learning centers in Albuquerque, New Mexico, Denver, Colorado and Washington, D.C. The Department is attempting to open a fourth center in Anchorage, Alaska. These Centers provide training programs as well as on-site resource materials. Participating employees are not directly assessed a tuition charge for their attendance; funding for the programs is provided by the NPS Employee Development Division. Information on the DLC programs is available directly from the DLC's Employee Development Officers.

## ■ Development in Place: Enhancing the Developmental Challenge of Existing Jobs

The Center for Creative Leadership has published a resource guide to assist managers in adding developmental assignments to their current jobs. The focus of the instrument is to provide information on how an individual can systematically develop skills in the existing position. A matrix of 88 options and the likely developmental aspects of each are listed for the manager's reference. This publication is available from the Center for Creative Leadership, Greensboro, North Carolina 27402-1660.

## ■ Emergency Education NETWORK

EENET is the Emergency Education NETWORK. It is the Federal Emergency Management Agency's system for providing video training and education via satellite to fire service and emergency management personnel nationwide. EENET programs are in the public domain and have no rebroadcast or reproduction restrictions. To participate in EENET, you will need: 1) access to a downlink - C-band, TVRO antenna ("DISH"), often available through a college, cable company, hotel, or private owner; 2) a viewing room with a TV or other video projection system; 3) a telephone. The system provides the viewer with the opportunity to interact with the instructors directly via an "800" telephone number. If you would like further information, contact EENET at: Emergency Education Network, National Emergency Training Center, Emmitsburg, Maryland 21727, phone (301) 447-1068.

## ■ Employee & Alumni Association (E&AA)

The E&AA administers an Education Trust Fund for children of National Park Service employees. Refer to the section of this Courier titled "How About You? We Need Your Contributions!" for more information.



## ■ Environmental Fellowship Program

The German Marshall Fund, in cooperation with the Institute for European Environmental Policy, periodically announces short-term fellowships for American environmentalists interested in gaining firsthand knowledge of selected European environmental policies. Fellows spend two months on topics suited to the individual's interest. Applicants must have a good working knowledge of French, German, Italian or Spanish.

## ■ Federal Employee Education & Assistance Fund (FEEA)

Each year, FEEA awards tens of thousands of dollars in scholarships to federal employees and their families. Awards are based on merit and range from \$250 to \$1500 per student. Applications are evaluated on the basis of academic achievement, civic and extra-curricular activities, recommendations, and an essay. Scholarship applications are available from March through May each year. The applications are judged by FEEA regional committees composed of federal employee volunteers in each region. Winners are announced in late summer.

FEEA provides education loans for students as well as parents. A new improved loan program called FOCUS (Financial Options for College and University Students) has been instituted. FOCUS offers special discounts, as well as fast, simple access to a number of different low-cost, unsecured loans and other financing options designed to meet the increasing costs of education. The FEEA also offers emergency assistance to all civilian employees who have at least one year of service. No grant applications from the National Park Service were received in 1990 and the FEEA Director is eager to see greater participation from the NPS. For more information call 1-800-323-4140 or write FEEA, Suite 200, 8441 West Bowles, Littleton, CO 80123.

## ■ General Services Administration (GSA)

GSA offers training throughout the country in topics such as microcomputers, procurement management, property/supply/security management and travel/transportation/information management. GSA has expanded its course schedules significantly over the last several years and is now offering over 125 training events. Call GSA at FTS/(703) 557-0986 for a catalog.

## ■ Horace M. Albright Employee Development Fund

The Horace M. Albright Employee Development Fund is an endowment fund honoring former Director Horace M. Albright. The Horace Albright Fund's primary

purpose is to fund employee developmental experiences toward enhancing personal growth and organizational achievement. Expenses can include any opportunity to develop additional NPS park-related occupational knowledges, skills, or competencies. The Fund provides developmental opportunities beyond the reach of appropriated NPS funding; it does not replace employee development programs authorized through regular Congressional appropriations.

These endowment funds are managed by the National Park Foundation and are derived primarily from interest earned on the investment of monies privately contributed to the Horace Albright Fund.

Each year the Horace Albright Fund provides funding for permanent qualifying employees at all organization and grade levels, in any job series, and from any National Park Service unit or office. Employee applications for the fund are reviewed by an 8 member employee selection panel representing a cross-section of the Service workforce. Panel recommendations are sent to a management oversight committee who, in turn, send their recommendations to the Director for final review and approval.

Full or part-time NPS employees on a permanent appointment with five or more years of NPS experience (including seasonal appointments) who received at least a satisfactory rating on their most recent performance appraisal are eligible to apply for funding. This program is announced to eligible employees annually.

## ■ Internal Consultants

Within the National Park Service resides a wealth of experience and expertise in a vast array of subjects. Consider looking to your fellow employees in or outside of your specific organization to provide assistance.

## ■ National Academy of Public Administration

The National Academy of Public Administration is chartered by Congress to provide independent advice and counsel on the organization, processes, and programs of Government at all levels. Results of studies are shared with public managers and concerned constituent groups through the Academy's seminar program. The Academy also sponsors issue-oriented symposia and workshops to improve the quality of Government. For example, the recent workshop "Streamlining the Federal Internal Control Process," led by the Comptroller General, the President's Council on Management Improvement and the President's Council on Integrity and Efficiency was highly successful. Selected recent study reports and monographs on American Governance are also available. For further information, contact the Academy at 1120 G Street, N.W., Suite 540, Washington, D.C. 20005.

## ■ National Advanced Resource Technology Center (NARTC)

NARTC provides national-level training courses for wildland management agencies in subjects ranging from air quality, minerals, lands and pesticide management as well as fire and aviation management. Located in Marana, Arizona and administered under the auspices of the U.S. Forest Service, NARTC provides technologically advanced facilities. An average of eight courses are offered annually, some at the graduate and post-graduate level. Students must be nominated by their agencies in order to attend. NARTC, Pinal Air Park, Marana, AZ 85653, FTS 762-6414 or (602) 629-6414.

## ■ National Archives and Records Administration

The National Archives and Records Administration (NARA) helps federal employees understand and carry out their records management responsibilities. As part of this assistance, NARA's Office of Records Administration offers a variety of training courses. Contact NARA at Washington, D.C. 20408 or call FTS/ (202) 653-8450.

## ■ National Audio Visual Center

The National AudioVisual Center is the central information and distribution source for more than 8,000 films, video programs, filmstrips, audio/slide sets, and other media produced by or for the United States Government. Subject concentrations within the collection are varied and accessible at various prices. Write National AudioVisual Center, 8700 Edgeworth Drive, Capitol Heights, MD 20743-9990.

## ■ National Emergency Training Center (NETC)

The NETC encompasses the Emergency Management Institute, the National Fire Academy and the United States Fire Administration. The Emergency Management Institute provides training in the areas of national security, technological and natural hazards, and emergency processes. The National Fire Academy offers training in fire incident management, fire prevention and loss control, and fire service technology. The United States Fire Administration establishes mechanisms to ensure joint action by the public, Government, and fire service to reduce the nation's fire losses. The NETC offers training programs at its Emmitsburg, Maryland campus and will provide on-site training courses for requesting agencies. NETC may be reached by writing to 16825 S. Seton Avenue, Emmitsburg, MD 21727.

## ■ National Independent Study Center

NISC is an Office of Personnel Management organization which provides training by independent study to employees at all levels of Government. NISC courses are designed to be studied independently and completed by correspondence. Courses consist of sequential units of instruction, each of which can normally be completed within 1 or 2 hours, but which can be adapted to a participant's individual study pace. Most courses contain practical exercises to reinforce learning. All courses include one or more examinations to measure the participant's understanding of the course material. Employees who are self-motivated and have a need for the information in a course make ideal candidates for independent study. NISC offers nearly 30 different types of relevant courses including proofreading, programmed punctuation, computer security, and more. Call NISC for a catalog, (303) 236-4100 or FTS 776-4100.

## ■ National Institute of Standards and Technology

The Institute offers a variety of symposia on a broad range of techniques in building technology. Topics range from historic preservation to fire protection engineering. The Institute concentrates on offering programs which provide participants with the diagnostic tools necessary to fully implement the latest technological advancements. The Facility Diagnostics Symposia, normally offered each June, is particularly relevant for specialists interested in the operation, maintenance and repair of structures. For further information, contact Dr. Geoffrey Frohnsdorff, United States Department of Commerce, National Institute of Standards and Technology, Gaithersburg, Maryland 20899, 301-975-6706.

## ■ National Park Foundation

In cooperation with the National Park Service, the National Park Foundation is distributing copies of National Park Service Technical Training Videotapes (VHS only). Topics include natural resources management, concessions, special programs and populations, etc. New videotapes available as of 1990 include "Prescribed Fire in the National Park Service" and "Yellowstone: The Unfinished Song." Contact Al Werking, Employee Development Division, 202-523-5280 or FTS 523-5280 for brochures and ordering information.

## ■ National Preservation Institute

A 1991 series of short courses on basic techniques for documentation, restoration and rehabilitation of historic buildings will be offered. Supplementary courses in the



field are also sponsored by the Institute. This non-profit organization was formed in 1980 primarily to provide educational opportunities to complement higher education programs in historic preservation and to meet the needs of other professions for information on preservation of historic resources. Contact the Institute at Judiciary Square, NW, Washington, D.C. 20001 or call (202) 393-0038.

## ■ National Council on Preservation Education

The National Council on Preservation Education publishes an Education Supplement to the National Trust for Historic Preservation's Preservation News [newspaper] each October which lists historic preservation degree craft and trade programs.

## ■ Office of Personnel Management (OPM)

OPM provides a broad range of interagency courses designed to meet the job-related training needs of federal employees and will also provide agency specific courses when requested. Subject areas in OPM's course curriculum includes personnel management, supervision and management, special programs, Government affairs, management support and information technology. Contact the Atlanta, Chicago, Dallas, Philadelphia, Washington or San Francisco Training Centers closest to you for further information.

## ■ Other Federal Agencies

Employees are encouraged to consult the catalogs of other Department of the Interior bureaus, offices and agencies of the federal Government.

## ■ Private Vendors

Numerous private vendors are available to provide training when services are not otherwise available from Government sources.

## ■ Seasonal Law Enforcement Training Program

The Seasonal Law Enforcement Training Program was developed in 1979 to prepare the seasonal Ranger to perform law enforcement in areas administered by the National Park Service. A successful graduate becomes eligible to receive a Level II Law Enforcement Commission. This commission enables the bearer to carry firearms, make arrests, investigate violations of the Code of Federal Regulations and assist in the execution of warrants. It does not authorize the seasonal Ranger to investigate felonious crime. Listed below are the certified participating colleges and universities which offer the Seasonal Law Enforcement Program. For further information contact the Program Manager, Seasonal Law Enforcement Training Program (SLETP), Law Enforcement Employee Development Center at FLETC.

Colorado Northwestern Community College  
Rangely, Colorado 81648

\*Colorado State University  
Fort Collins, Colorado 80523

Cuyahoga Community College  
Parma, Ohio 44130

Hocking Technical College  
Nelsonville, Ohio 45764-9704

Memphis State University  
Memphis, Tennessee 38152

San Antonio College  
San Antonio, Texas 78284

Santa Rosa Junior College  
Santa Rosa, California 95405

\*Skagit Valley College  
Mount Vernon, Washington 98273

Slippery Rock University  
Slippery Rock, Pennsylvania 16057

Southeastern Community College  
Whiteville, North Carolina 28472

Southwestern Community College  
Sylva, North Carolina 28779

Texas Southmost College  
South Padre Island, Texas 78597

\* Provisional approval

# Alternative Development Opportunities

Three Rivers Community College  
Poplar Bluff, Missouri 63901

University of Alaska-Sitka Campus  
Sitka, Alaska 99835

University of Arkansas at Pine Bluff  
Pine Bluff, Arkansas 71601

\*University of Maryland-Eastern Shore  
Princess Anne, Maryland 21853-1299

University of Massachusetts at Amherst  
Amherst, Massachusetts 01003

\*University of New Mexico-Gallup  
Gallup, New Mexico 87301

Vermillion Community College  
Ely, Minnesota 55731-1996

\*Walters State Community College  
Morristown, Tennessee 37813-6899

Winston-Salem State University  
Winston-Salem, North Carolina 27110

\* Provisional approval

## ■ State Historic Preservation Offices

State Historic Preservation Offices (SHPO) frequently hold courses on a wide range of cultural resources management topics. Contact Amy Federman, Interagency Resources Division, WASO (202-343-9536, FTS 343-9536) or Emogene Bevirt, Preservation Assistance Division, WASO (202-343-9561, FTS 343-9561), or specific SHPOs to obtain current course schedules.

## ■ United States Army Correspondence Schools

The Army Correspondence Schools offer a wide range of correspondence courses free of charge to federal Government employees. Subjects include maintenance, supervision and equipment repair. The Army Correspondence schools administer, test and certify completion of training. Participants require National Park Service approval before registration can be authorized by the Army. Write the Army Institute for Professional Development at U.S. Army Training Support Center, Newport News, VA 23628-0001.

## ■ U.S. Department of Agriculture, Soil Conservation Service

The National Soil Conservation Service Cultural Resources Training Program has developed an eight module slide-tape or videotape program. Modules 1-7 are self-paced or group study programs on identifying, evaluating and planning for the presence of cultural resources in the field. Module 8 is a 1-2 day field workshop identifying artifacts and other cultural resources while laying out projects. For further information, contact Michael Kaczor or Glen Alderton, P.O. Box 2890, Rm. 6140-S, Washington, D.C. 20013-2890, 202-447-6360.

## ■ Washington Office Orientation Program

The Employee Development Division sponsors an orientation program to the Washington Office for Regional Office and field employees. This program provides an opportunity to visit the top ranking officials of the National Park Service, learn the roles and responsibilities of different offices and to ask questions to resolve specific problems. This highly rated program attempts to meet the needs of a small cadre of participants while ensuring a broad based understanding of WASO operations. Trainees are periodically requested by the Employee Development Division. Individuals must be nominated by their Region or Service Center in order to attend.



## ■ Horace M. Albright Employee Development Fund

The Horace M. Albright Educational Development Fund, conceived by former Director William Penn Mott, Jr., and announced in June 1987, fosters creative ideas to help meet the challenges of the future. By funding a select number of individual proposals yearly, it spurs professional growth and encourages the development of new perspectives for managing the National Park System. Its goal is to provide qualifying employees from throughout the organization the opportunity to enhance their personal growth and their contributions to the National Park Service.

The Horace Albright Fund is supported entirely by private contributions. The Fund is retained by the National Park Foundation and administered by the U.S. Department of the Interior, National Park Service, Employee Development Division, P.O. Box 37127, Washington, D.C. 20013-7127.

HOW ABOUT YOU? Please support the Horace M. Albright Employee Development Fund. All contributions to the Fund are tax deductible. Make checks payable to the "National Park Foundation — Horace Albright Fund" and send to the National Park Foundation, P.O. Box 57473, Washington, D.C. 20037.

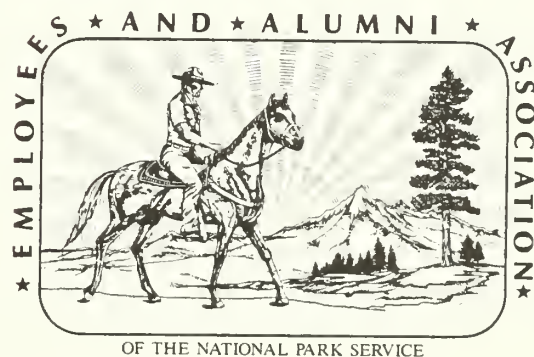
## ■ The Employees and Alumni Association of the National Park Service (E&AA)

The Employees and Alumni Association is a nonprofit organization open to any person interested in furthering the purposes of the Association. These purposes include helping to maintain and improve morale of Service employees; fostering continuing close ties between the Service and its alumni; encouraging qualified persons to enter careers in the Service and to assist those with high career potential to train for greater Service responsibilities; improving public understanding of the National Park System; and keeping members of the Association informed, particularly through the publication of *The Courier*.

One of the major and most popular projects of the E&AA is the administration and management of the Education Trust Fund. This program provides for interest-free loans to dependent children of Park Service families seeking higher education. The Trust Fund is completely supported by donations, largely raised by the National Park Women. The Kowski Memorial Golf Tournaments and various Superintendent Conferences also contribute generously to the Fund. Numerous memorial donations by individuals in the name of departed friends and loved ones provide a lasting tribute due to the revolving nature of the program. There are many benefits of membership including autographed hard-cover copies of books written by former Directors and former Secretary of the Interior Steward L. Udall, an E&AA Visa Card and travel arrangements through Travel Square One which will donate three percent of its profit from non-Government and leisure travel to the Education Trust Fund (the individual will be notified of the amount of the donation for income tax purposes). All donations to the Trust Fund are tax deductible. For further information write to the address below or call 202-208-4481.

HOW ABOUT YOU? Please support the Employees and Alumni Association of the National Park Service through your gifts and/or membership. Obtain an application form from the Association or make your contributions directly to:

Maureen M. Hoffman, Treasurer, E&AA  
P.O. Box 1490  
Falls Church, VA 22041



When it's time to complete an EDP  
some parks  
or offices  
waste time and effort  
filling out forms  
and  
processing paperwork...

Why?

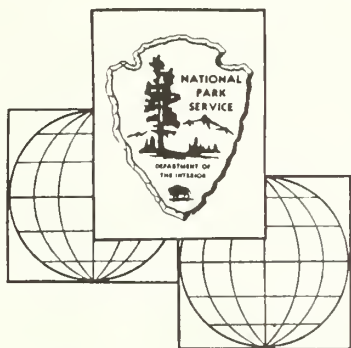


When they  
can do it  
automatically!



The Servicewide Needs Assessment Process (SNAP) requires that career employees complete an Employee Development Plan (EDP) each year. If an employee completed an EDP the prior year and there have been no major changes in development needs, then updating the EDP is simple. Get a 10-224P (computer generated copy of last year's EDP) from your Employee Development Coordinator if you don't already have one. Edit any portions of the form that need to be changed, including all of the KSA codes, sign it, and then submit the form for input into the computer. That's it! Its a real SNAP to update your EDP.





**W**hether flying to Zambia to sponsor an Interpretive Skills class in unusually primitive conditions or welcoming United Kingdom Rangers to National

Park Service courses in this country, Robert Milne and his staff play a unique role in offering training programs. In just the last two years, the Office of International Affairs (OIA) has provided training programs for 1,115 foreign park managers from 78 nations. Rob states that OIA has "trained the large majority of current national park system directors throughout the world."

Dale Ditmanson, a recent member of an instructor team who traveled to Thailand, discussed the challenges of teaching in a foreign country. "We had to adjust our teaching style to better relate to the Thai's," says Dale, "including how we emphasize student participation in the course." The Thai's are accustomed to a hierarchical structure in the classroom; the instructor is viewed as an authority figure. "It didn't take long," according to Dale, "before we learned to understand our cultural differences and how to accommodate those differences in a constructive way. The greatest success in the course . . . breaking cultural barriers."

One of the current initiatives of the Office of International Affairs is a program entitled "Third International Coastal and Marine Parks Seminar." Based at the Rosenstiel School of Marine and Atmospheric Science, University of Miami, this international seminar is being cooperatively sponsored by the Costa Rica National Park Service, National Oceanographic and Atmospheric Administration and Florida Division of Marine Resources. With field activities scheduled for South Florida and Costa Rica, this seminar promises to keep participants wearing hip boots a good part of the time. If you are interested in attending, refer to the course description in the Natural Resources section of this Courier.



Have you submitted an International Skills Roster Code Sheet? This form ensures the identification and selection of the most qualified employees for international assignments. Approximately 10 percent of the individuals currently on the roster are selected each year to assist in some phase of the work of the OIA. For further information on the International Skill Roster Code Sheet, call the Office of International Affairs at (202) 343-7063, FTS 343-7063. Apply, get involved, and learn more about the training programs sponsored by the Office of International Affairs.

## Administration

### ■ ADMINISTRATIVE TECHNICIAN'S WORKSHOP

Program Code:  
4107

Title Code:  
ADMIN TECH WKHP

This workshop will cover administrative procedures in personnel, property, procurement, finance and general office routines. The objective of this workshop is to improve administrative job efficiency. Emphasis will be on "hands-on" and group exercises with only short and infrequent lectures. The WASO Employee Development Division will provide "seed" funding to the Southeast and Midwest Regions to sponsor this training. The experience of these pilot programs will be shared Servicewide.

**Participants:** Administrative Technicians and others in the administrative function in the Midwest and Southeast Regions.

**Class size:** To be determined.

**Number of times conducted:** 2 (once each in the Southeast and Midwest Regions)

**Dates/Locations:** To be determined.

### ■ CIVIL RIGHTS COMPLIANCE WORKSHOP

Refer to program description under Recreation & Grants.

### ■ COMPUTER SECURITY TRAINING

Program Code:  
5134

Title Code:  
COMPUTER SECURITY

The Computer Security Act of 1987 requires training of all employees involved in the management or use of Federal computer systems that contain sensitive information. The training includes five basic areas of instruction: 1) Computer Security Basics, 2) Security Planning and Management, 3) Computer Security Policy and Procedures, 4) Contingency Planning; and, 5) Systems Lifecycle Management. There are several sources of training on computer security. The General Services Administration and Office of Personnel Management offer classroom courses. The National Independent Study Center has developed a correspondence course entitled "Computer Security Awareness." A Computer Security Awareness Computer Based Training (CBT) program is available from the National Audio-Visual Center. The CBT package is provided on four computer disks and only requires 256K of RAM and an IBM compatible computer. NPS Regions and Service Centers may also offer this training when it meets the National Institute of Standards and Technology training guidelines.

### ■ CONCESSIONS ADMINISTRATION FOR LINE MANAGERS

Refer to program description under Operations.

### ■ CONCESSIONS COLLEGE TUITION ASSISTANCE PROGRAM

Refer to program description under Operations.

### ■ CONCESSIONS EVALUATION AND PRICING

Refer to program description under Operations.

### ■ CONCESSIONS PROGRAM MANAGEMENT

Refer to program description under Operations.



### ■ EQUAL OPPORTUNITY FOR SUPERVISORS AND MANAGERS: A HUMAN RESOURCE MANAGEMENT APPROACH

Program Code:  
4317

Title Code:  
EQL OPP SUP MNGRS

This seminar provides an opportunity for supervisors and managers to get the required 24 hours of equal opportunity training (Department of Interior, EO Directive 89-1, October 13, 1989). It is designed to improve performance in affirmative employment program planning and implementation, prevention and early resolution of complaints, elimination of sexual harassment in the workplace, and reasonable accommodations for disabled employees. Discussions will also include the genesis of the Equal Opportunity Program as well as current laws and regulations affecting the management of a viable Equal Opportunity Program. Certification for this course is valid for five years. (24 Hours)

**Participants:** Supervisors and managers

**Class size:** 40

**Number of times conducted:** 3

**Dates/Location:** January 15-17, 1991  
January 29-31, 1991

**Note:** This course is to be funded by benefitting account.

### ■ LIBRARY MANAGEMENT WORKSHOP

Refer to program description under Interpretation.



## ■ ORIENTATION TO NPS OPERATIONS

Program Code: Title Code:  
8106 ORIENT NPS OPERS

This course familiarizes and acquaints new employees with the overall mission and operation of the National Park Service. Employees will be orientated to the entire spectrum of responsibilities, duties and tasks that make up the organization internally and impact it externally. (40 hours)

**Participants:** Any permanent employee with 2 years or less of NPS status.

**Class size:** To be announced

**Number of times conducted:** To be announced

**Dates/Locations:** To be announced by Regions and Service Centers

**Note:** Funds are being provided by the WASO Employee Development Division to offset the cost of the course. Refer to the Employee Development Announcement for details on cost requirements.

**Special Note:** The Albright Employee Development Center has produced a new version of the "History and Mission of the National Park Service" videotape. This videotape is available for loan from the Albright Center or your Regional/Center Employee Development Office.

## ■ ORIENTATION TO THE WASHINGTON OFFICE

Program Code: Title Code:  
8108 ORIENT TO WASO

The Orientation to the Washington Office is a week-long developmental opportunity that provides the participants with an in-depth view of the programs, activities and operations of the Washington Office; an opportunity for an exchange of ideas between field personnel and WASO officials; and a broader understanding and sensitivity to political and legislative issues.

**Participants:** Full-time permanent employees

**Class size:** 3

**Dates/Locations:** December 3-7, 1990  
January 7-11, 1991  
January 28 - February 1, 1991  
March 4-8, 1991  
March 18-22, 1991  
April 8-12, 1991  
April 22-26, 1991  
May 6-10, 1991  
May 20-24, 1991  
June 3-7, 1991  
June 17-21, 1991  
July 8-12, 1991  
July 22-26, 1991  
August 5-9, 1991  
August 19-23, 1991  
September 9-13, 1991  
Washington, D.C.

## ■ POSITION MANAGEMENT FOR SUPERVISORS

Program Code: Title Code:  
4225 POS MNGT FOR SUPV

Knowledge of proper position management will provide the skills for the establishment and effective design of positions to meet agency needs while ensuring for the equitable treatment of employees. In essence, position management entails the development of an organizational structure which provides an optimum balance among: mission needs, economy and efficiency, sound skill and knowledge utilization, factors geared toward the attraction and retention of competent employees, motivation of employees to achieve quantity and quality, and career development with opportunities for advancement. (16 hours)

**Participants:** All supervisors.

**Class size:** To be announced

**Number of times conducted:** To be announced

**Dates/Location:** To be announced by individual Regions and Service Centers.

**Note:** This course is paid by benefitting account.

## ■ WOMEN'S CONFERENCE (NPS)

Program Code: Title Code:  
9499 NPS WOMENS CONF

The NPS Women's Conference is one of the primary activities planned for 1991 to celebrate the 75th anniversary of the National Park Service. From general sessions to skills workshops, the conference will provide employee development opportunities for women in many occupational fields. The 1 & 1/2 to 3-hour workshops are divided into four tracks: National Park Service Organization, Career Management, The Personal Side of Career Planning, and Leadership Skills. Learn the Past, Seize the Present, Lead the Future is the conference theme. Throughout the three days, the focus will be on providing knowledge of our past, skills to enhance our potential, and abilities to direct the future. Nominees are also being accepted as session coordinators.

**Participants:** Permanent employees (participants will be required to present an overview of the Conference to unit employees).

**Class size:** 400 (separate tracks within the conference are provided)

**Number of times conducted:** 1

**Dates/Location:** April 2-4, 1991  
New Orleans, LA

**Note:** To be funded by benefitting account.

## Cultural Resources

The National Park Service received an additional \$500,000 in its FY 1991 budget to address cultural resource employee development and training needs pursuant to Section 101(h) of the National Historic Preservation Act. These funds were provided in response to the vital training need having been identified by the National Park Service, National Institute for the Conservation of Cultural Property and the General Accounting Office. The appropriation is not currently reflected in this Special Edition of the Courier. A needs assessment is being completed which will result in additional developmental experiences to be communicated in a Servicewide Employee Development Bulletin during the second quarter of FY 1991. A variety of employee development approaches will be utilized such as formal courses, workshops, seminars, videotapes, handbooks, computer-aided-instruction, technical publications and other alternative delivery methods. The primary target audience for these programs will be at the para-professional level. These Servicewide programs will allow the National Park Service to provide training opportunities for federal, state and local government agencies, the private sector, and NPS employees.

### ■ ARCHEOLOGICAL CURATION AND COLLECTIONS MANAGEMENT

Program Code:  
1857

Title Code:  
ARCH CUR COL MNGT

Issues in curation of archeological collections will be discussed. Regulations such as 36 CFR 79, curatorial methods and theory, elements of effective collections management, project costs and funding, professional curation standards and consultation will be reviewed.

**Participants:** Managers responsible for areas with diverse and abundant cultural resources, programs or projects with extensive construction impacts, or development programs that frequently encounter archeological resources.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** First Quarter, 1992  
TBA

**Note:** Funded by benefitting account.

### ■ ARCHEOLOGICAL PROTECTION TRAINING FOR CULTURAL RESOURCES AND LAW ENFORCEMENT MANAGERS AND SPECIALISTS

Program Code:  
3155

Title Code:  
AR PRO TRN CR LEM

The objective of this 12 hour training course is to provide an overview of archeological resource protection against looting and vandalism for cultural resources and law enforcement managers and specialists concerned with improving their programs. It will assist managers in evaluating the current status of their programs, particularly in regards to personnel training needs, and inform specialists about effective ways to implement archeological protection activities. It will also provide an opportunity for interagency cultural resources and law enforcement personnel to interact on improving cooperative efforts that may be necessary to protect significant archeological properties.

This course is not designed to be a substitute for the 40 hour course offered by LEEDC/FLETC titled, "Archeological Resources Protection."

**Participants:** Cultural resources and law enforcement managers and specialists

**Class size:** Not to exceed 50

**Number of times conducted:** To be announced

**Dates/Location:** To be announced

**Note:** This course to be funded by benefitting account.

### ■ ARCHEOLOGICAL RESOURCES PROTECTION

Refer to program description under Law Enforcement & Visitor Protection.





## ■ ARCHEOLOGY FOR MANAGERS

Program Code:  
1849

Title Code:  
ARCHEO FOR MANGRS

Land managers and program managers whose job functions involve impacts to archeological resources seldom have the background or training to evaluate alternatives. This training will familiarize them with archeology and archeological resources so they can identify problems early and choose effectively among alternatives for solutions. The legal requirements, policies, guidelines, and regulations concerning archeological preservation will be covered. Appropriate management approaches for resource management, development, and operations will be considered.

**Participants:** Federal, state and local program managers who do not have any background in archeology, but must deal with archeological resources as part of their job.

Class size: 25

Number of times conducted: 1

Dates/Location: July 15-19, 1991  
TBA

**Note:** This course is to be funded by benefitting account and will be open on a tuition basis (\$250.00) to non-NPS participants.

## ■ CONSERVATION IN FIELD ARCHEOLOGY

Program Code:  
1852

Title Code:  
CONS IN FLD ARCHE

The National Park Service and The Getty Conservation Institute will jointly sponsor this workshop. The course examines a variety of field archaeological environments and considerations in appropriate treatment of artifacts and other archaeological environments and considerations in appropriate treatment of artifacts and other archaeological materials. Additional topics covered will be handling and lifting, storage, data recovery, recovering botanical and faunal remains, federal archaeological procedures, and archaeological collections management. (40 Hours)

**Participants:** Archaeologists GS 9-12, from parks, regions, and service centers. Archaeological experience is required.

Class size: 15

Dates/Location: First Quarter, 1992  
TBA

**Note:** This course is open to Non-NPS participants and is to be funded by benefitting account.



## ■ CRITICAL ISSUES WORKSHOP IN PARK ARCHEOLOGY

Program Code:  
9999

Title Code:  
CRI IS PK ARCHE

This course will provide Park Archeological program staff with authoritative knowledge and understanding of critical and priority archeological resources management issues associated with units of the National Park System. Using a workshop approach, it is structured around two principal critical issues in park archeology: (1) meeting the requirements of Section 14 of the Archaeological Resources Protection Act of 1979 (as amended) to develop and implement a Servicewide plan to survey the archeological resources of the National Park System; and (2) conducting a systematic analysis and evaluation of NPS-28 (Cultural Resources Management Guideline) and developing an approach for revisions to the archeological component. In addition, short sessions will provide current knowledge and understanding of Secretarial initiatives in archeology, Internal Control Review requirements, provisions of the Native American Grave Protection and Repatriation act of 1990, development of an integrated regional and national strategic plan for the park archeology program, status of the development of the Cultural Sites Inventory, and park-State responsibilities under the Abandoned Shipwreck Act of 1987. Participants will be expected to complete pre- and post-course assignments that involve one of the critical or priority issues presented or a closely related topic relevant to their current work assignments. All participants must have studied and evaluated NPS-28 prior to the course.

**Participants:** Regional Archeologists (park programs), Park Archeologists, and other park, regional and center staff with specific responsibilities for managing park archeological resources.

Class size: 30

Number of times conducted: 1

Dates/Location: April 8-12, 1991  
Location to be announced



## ■ CRITICAL ISSUES: WORKSHOP IN CURATORIAL MANAGEMENT - MUSEUM SECURITY AND FIRE PROTECTION

Program Code:  
9945

Title Code:  
CRI ISU WK CUR MG

Participants will develop skills necessary to identify and assess risks to museum collections, update procedural measures, and identify technical specifications necessary to install appropriate intrusion and fire detection and suppression systems. Specifically, they will integrate the existing NPS physical security and structural fire protection programs with specific museum practices to improve the security, fire protection, and emergency planning and management of park museum collections; conduct a survey to identify the threats to a park's museum collection and develop an action program to eliminate or reduce the threats; identify and use sources of assistance for developing technical specifications and costs for security and fire protection systems for museum collections; and develop a museum collections component for the park's Emergency Operation Plan.

**Participants:** Regional Curator/Law Enforcement Specialist, Park Museum Curator, Park Ranger or Cultural Resource Specialist who have the responsibility of protection of museum collections.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** January 14-18, 1991  
Washington, D.C.

**Note:** This course is to be funded by benefitting account.

## ■ "CROSSOVER" SKILLS WORKSHOPS IN HISTORIC PRESERVATION

These workshops offer intensive, structured on-the-job experience in the preservation and restoration of historic structures. Each participant will be assigned to a historic preservation project selected to meet his or her developmental needs. Subject areas include: stabilization of masonry structures or structural components; repair, preservation, or installation of porches, windows, stairway components, flooring, roofs and roof framing, siding, etc.; project design and supervision (day labor or contract); project documentation and reporting; non-destructive investigation and removal of historic fabric; fabrication of custom millwork building components. Length of assignment to be determined by developmental needs of employee and complexity/duration of project.

**Participants:** Carpenters, Painters, Masons, Maintenance Mechanics, Plasterers, Architects, Exhibits Specialists, and others who seek to apply existing skills to historic preservation work.

**Class size:** 8-10 per year

**Number of times conducted:** Ongoing

**Dates/Location:** Year-round at Williamsport Preservation Training Center or project sites throughout the National Park System.

**Funding:** Varies; usually benefitting account.



## CURATORIAL METHODS

Program Code:  
1929

Title Code:  
CURAT METHODS PH I

This course is designed to provide field personnel with the basic knowledge and skills essential to field-level curatorial care of museum collections. Course topics include: Scope of Collections; Museum Records (e.g., accessioning, cataloging, photographing, and inventorying museum objects); Preventive Conservation (e.g., environmental monitoring and control; storage equipment, supplies, and techniques); Museum Object Security and Fire Protection; Emergency Planning; Programming and Funding Curatorial Program; Use of Museum Collections. Emphasis will be on practical exercises and the development of a working knowledge of basic references such as the NPS Museum Handbook.

Prior to receiving certification for this course, each participant is required to complete a post-course assignment that involves establishing an ongoing program for monitoring the environment of park collections in storage and exhibit areas. Participants must, therefore, have advance commitments from their supervisors that they will be allowed up to 40-hours of work time over the three months following the course in which to complete the assignment.

**Participants:** Permanent, full or part-time museum technicians, museum aids, park technicians, museum curators, interpreters and resource management specialists (cultural and natural), and other park staff who have curatorial responsibilities, but have not previously attended an NPS Curatorial Methods course. (80 hours)

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** February 4-15, 1991  
Mather Employee Development Center

**Note:** This course is open to outside agencies. \$500.00 tuition

## HISTORIC LANDSCAPE PRESERVATION SYMPOSIUM

Program Code:  
1853

Title Code:  
HIST LAN PRES SYM

The Historic Landscape Preservation Symposium is intended to provide guidance and training related to the preservation of historic landscapes. The Symposium is jointly sponsored by the American Society of Landscape Architects (ASLA) and the National Park Service. The focus of the 1990 symposium is the treatment of historic landscapes (protection, stabilization, preservation, rehabilitation, restoration, and reconstruction). The workshop will feature plenary sessions as well as innovative case studies. (16 hours)

**Participants:** NPS employees dealing with historic landscapes, including historic sites, historic scenes, historic designed landscapes, and rural historic landscapes. This will include cultural landscape specialists, historic landscape architects, landscape architects, architects, architectural historians, maintenance staff, horticulturists, geographers, historians, and planners.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** October 28-29, 1990  
San Diego, California

**Note:** This course is to be funded by benefitting account.

## HISTORIC PRESERVATION MAINTENANCE SKILLS WORKSHOP

Refer to program description under Maintenance.

## LIST OF CLASSIFIED STRUCTURES (LCS) AND CULTURAL RESOURCES MANAGEMENT BIBLIOGRAPHY (CRBIB) WORKSHOP

Program Code:  
1840

Title Code:  
LCS CRBIB WKSP

This course is designed for Regional LCS/CRBIB Coordinators; regional/park/center historical architects, historians, historical and cultural landscape architects, and cultural resources specialists who manage or routinely work with the LCS and CRBIB data bases. Participants will become comfortable with using microcomputers to access and work with LCS/CRBIB databases, will be informed of the current function and latest developments in the programs, and will be able to produce documentation necessary for management decision-making. (40 hours)

**Participants:** Regional LCS/CRBIB Coordinators; regional/park/center historians; historical architects, historical and cultural landscape architects, and cultural resources managers in regions/parks/centers who manage or work with LCS/CRBIB data bases.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** This course is open to outside agencies. \$250.00 tuition



## ■ MANAGING NPS MUSEUM COLLECTIONS USING ANCS AND DBASE III PLUS

Program Code:  
1854

Title Code:  
MAN MUS COLL ANCS

Collections are growing at a rapid rate and are being cataloged into the Automated National Catalog System (ANCS), resulting in large automated databases being managed by people with limited database management expertise. Increased skill in using ANCS and dBase III Plus will facilitate accelerated data entry, manipulation and retrieval of data necessary to manage large databases.

**Participants:** NPS first time and intermediate ANCS users, curatorial staff, archeologists, cultural and natural resource managers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** April 22-26, 1991  
Mather Employee Development Center

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## ■ MEETING THE STANDARDS WORKSHOP

Program Code:  
1855

Title Code:  
MTNG STAND WKSHOP

This workshop will provide training to NPS reviewers on applying the revised Secretary of the Interior's Standards for Rehabilitation; to present new information relating to the appropriate treatment of cultural resources, particularly those being rehabilitated using federal tax credits. Workshop participants will come away with a clearer understanding about what treatments and techniques will/will not meet the Secretary's Standards and will better understand newly revised NPS regulations for certifying historic properties. (20 Hours)

**Participants:** Architects, historians, historic landscape architects, and program analysts involved in applying the Secretary's "Standards for Rehabilitation."

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Summer, 1991  
To be announced

## ■ NATIONAL HISTORIC LANDMARK WORKSHOP

Program Code:  
1856

Title Code:  
NAT HIS LAND WKSP

This workshop will provide information to regional and Washington NPS staff on NPS responsibilities for National Historic Landmarks; to share innovative techniques for providing assistance to endangered National Historic Landmarks; and provide training for newly developed NHL software.

Participants will be able to describe the NPS's NHL activities, and administer program responsibilities such as designation ceremonies, ordering plaques, documentation, identification of endangered NHLs, preparation of accurate submissions for the mandated Section 8 report to Congress, selection of appropriate NHLs for technical assistance, and understand NPS policies regarding fund-raising. (16 Hours)

**Participants:** Regional staff involved in Landmark responsibilities, WASO staff that interact with regions regarding Landmarks; historical architects, historians, archeologists, and program assistants.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** Spring, 1991  
TBA

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## ■ ORIENTATION TO THE MANAGEMENT OF NPS RESOURCES (CULTURAL AND NATURAL)

Program Code:  
8108

Title Code:  
OR TO NPS RES MGT

It is important that ALL members of ALL divisions have a basic knowledge and understanding of their role in the protection and management of park resources, both cultural and natural. With this knowledge, an employee's ability to actively contribute to resource protection will be enhanced. Topics covered in the course include: 1.) history, philosophy and legal framework for managing park resources; 2.) cultural and ecological principles; 3.) processes of protecting resources; 4.) employee involvement in managing resources. Participants will gain a renewed awareness of the mission of the National Park Service and recognize that a team approach is required of all employees to carry out this mission. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by Regional teams.

**Participants:** To be announced by Regions

**Number of times conducted:** To be announced by Regions

**Dates/Location:** To be announced by Regions

**Note:** This course is to be funded by Regional and/or benefitting accounts. The WASO Employee Development Division has provided funding to defray a portion of the cost of these courses.



## OVERVIEW OF ARCHEOLOGICAL PROTECTION PROGRAMS

Program Code:  
1858

Title Code:  
OV ARCH PROT PROG

This course is designed to provide an overview of archeological resource protection programs. It will assist managers in evaluating the current status of their programs regarding personnel training needs and effective ways to implement archeological resources protection activities. Participants will gain an understanding of how the protection problem developed and its current magnitude. Familiarity with the existing legal solutions to the problem will be provided by an introduction to the Archaeological Resources Protection Act (ARPA) and other applicable laws and regulations. The required elements for a team approach to cases will be summarized, and the structure of effective archeological protection programs will be described. The final portion of the training will identify ways to improve existing protection efforts and develop innovative strategies for preventing and detecting archeological resource crime in the future. This course is not designed to be a substitute for the enforcement skills development course "Archeological Resources Protection Program."

**Participants:** Federal, state, tribal, and local agency officials with a demonstrated concern for improving the protection of archeological resources.

**Class size:** 50

**Number of times conducted:** 10

**Dates/Location:** TBA

**Note:** Funded by benefitting account.

## SECTION 106 COMPLIANCE REGIONAL COORDINATOR WORKSHOP

Program Code:  
4318

Title Code:  
SEC 106 CO WORKSHOP

Staff involved in resource management and planning, Denver Service Center, Regional Offices, and parks, are all in need of current information about NPS guidelines and practices for meeting legal and regulatory responsibilities. This workshop is designed to ensure Servicewide compliance with Section 106 of the National Historic Preservation Act, the regulations for implementing Section 106 (36 CFR 800), NPS Management Policies on cultural resources management, and NPS-28. To this end, teams will be formed to conduct Regional Section 106 Compliance Workshops. This workshop will train team members and address curriculum development. (80 hours)

**Participants:** Regional cultural resources specialists with specific and significant responsibilities for Section 106 compliance, such as review of XXX forms. Participants must have commitment from their supervisor to conduct at least 24 hours of training during the year.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** May 6-17, 1991  
Mather Employee Development Center

## SERVICEWIDE WORKSHOP FOR HISTORIANS

Program Code:  
1824

Title Code:  
SERV WKP HISTORNS

This workshop will provide participants with information, and allow input from field personnel, on the new Section 106 Programmatic Agreement and the pending revision of NPS 28. The workshop will emphasize the importance of cooperation between interpreters and historians to enhance the NPS history program. At the conclusion of the workshop, participants will be able to outline new approaches to each of these problems, and will have an improved understanding of service practices, policies, and guidelines related to the interpretation and management of cultural resources in the NPS. (40 Hours)

**Participants:** Park and regional historians.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** February 25 - March 3, 1991  
Lyndon B. Johnson NHP

## SKILLS DEVELOPMENT PLAN FOR NPS PERSONNEL WITH HISTORIC PRESERVATION RESPONSIBILITIES

Program Code:  
1846

Title Code:  
SK DEV HIST PRES

The Skills Development Plan, a project-oriented program to foster learning, career growth and shareable knowledge, is a self-directed learning program intended to develop knowledge and expertise that is not otherwise available. The Skills Development Plan is designed to enable participants to create a self-initiated approach to improve their skills in a topic related to the preservation of historic structures. A key ingredient to participation in this Plan is the development of an end product that can be shared with others. The participant develops a study plan, discusses it with his/her supervisor, identifies the amount of job time and personal time that will be devoted to this endeavor, and determines the format of the end product that may be shared by others at its conclusion. The end product could be any one of the following: a talk, article, videotape, audio cassette, a model, or graphic presentation such as annotated sketches, drawings or photographs. As a condition of enrollment, both the study plan and the completed end product are reviewed prior to sharing with others. Possible topics could include learning about early building technology or techniques for preserving historic structures and could encompass building materials, historic building systems, early construction techniques or craft practices.

The Skills Development Plan is useful to both the beginner and the established preservationist as a way to learn more about individual preservation skills. Participants may combine participation in the Skills Development Plan with an application for funding from the Horace M. Albright Employee Development Fund.

The sourcebook for the program is The Skills Development Plan for Historical Architects and Others With Historic Preservation Responsibilities by Hugh C. Miller, FAIA, Lee H. Nelson, FAIA, and Emogene A. Bevitt. It serves as a reference and source of ideas, describes participation more fully and provides enrollment forms. Copies may be obtained by writing or calling Ms. Bevitt, National Park Service (424), P.O. Box 37127, Washington, D.C. 20013-7127, telephone 202-343-9561, FTS 343-9561.

**Participants:** Employees who work with historic structures, including but not limited to: historical architects, architectural conservators, architectural technicians, craftsmen, preservation specialists, maintenance personnel, and architectural historians.

**Dates/Location:** Applications for enrollment will be accepted at any time. Location will be participant's duty station.

**Note:** This program is funded by benefitting account (an application to the Albright Fund may also be considered).

### ■ THE SPANISH SOCIAL, POLITICAL AND ECONOMIC EMPIRE

Program Code: 1859 Title Code: SP SC POT ECO EMP

This nationwide symposium is the second of a series of three annual symposia in commemoration of the Christopher Columbus Quincentennial of 1992. This event is being sponsored by San Antonio Missions National Historical Park and Los Compadres de San Antonio Missions National Historical Park. The objectives of this series is to educate the general public, academia and the National Park Service employees of the significance of Spain in the New World. This symposium will serve the National Park Service as a training course for quincentenary planning and implementation in interpretation and cultural resources management of Spanish Colonial Heritage sites. This program has been designated an Official Quincentennial Symposia of the National Park Service.

**Participants:** Participants are welcome from the general public, academia and all Government employees.

**Number of times conducted:** 1

**Dates/Location:** November 7-9, 1991  
San Antonio, Texas

**Note:** This program is to be funded by benefitting accounts.

### ■ THE WHITE HOUSE HISTORY SYMPOSIUM: THE FIRST TWO HUNDRED YEARS

Program Code: 1860

Title Code: WHITE HOU HIST SYM

This symposium will examine the history of the White House in terms of its role as a mirror of the American experience, the evolution of the facility itself and to assess the complex and often conflicting roles today of the White House as the Chief Executive Office, national museum, First Family residence, principal place for state ceremonies, and a symbol of the United States. The symposium will consist of presentations, panel discussions and a sharing of expertise among the most eminent scholars in the field.

**Participants:** Historians, political scientists and other educators, scholars and students from the general public as well as Government agencies.

**Class size:** 300

**Number of times conducted:** 1

**Dates/Location:** October 13-15, 1992  
Washington, D.C.

## Interpretation

### ■ DEVELOPING NPS EDUCATION PROGRAMS

Program Code: 9970

Title Code: DEV NPS EDUC PROG

Education is a Presidential and Secretarial Initiative which the National Park Service is taking a lead among resource agencies. Most park interpreters have not been trained in primary and secondary teaching methods and curriculum development. This course will introduce NPS employees to general education practices and encourage them to work with local schools in program development. (64 Hours)

**Participants:** Park education specialists; chief of interpretation responsible for education programs; park interpreters involved in education programs.

**Class size:** 30

**Number of times conducted:** 2

**Dates/Location:** January 23 - February 1, 1991  
December 9-18, 1991  
Mather Employee Development Center



## EVALUATION OF INTERPRETIVE PROGRAMS

Program Code:  
9971

Title Code:  
EVAL OF INT PROGS

The National Park Service has committed itself to develop inexpensive, efficient, valid, and reliable methods to evaluate overall park interpretive programs in terms of effectiveness in achieving park management goals, in enhancing visitor understanding and appreciation of park resources, and in promoting visitor inspiration. This course is designed so participants can study a number of techniques that can be utilized to evaluate various aspects of an interpretive program. They will then choose two or three that most closely fit their needs and will go back to their parks to implement them. (40 Hours)

**Participants:** Supervisory interpreters and/or chiefs of interpretation.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** December 16-20, 1991  
Mather Employee Development Center

## HISTORIC WEAPONS FIRING SAFETY CERTIFICATION

Program Code:  
9942

Title Code:  
HIST WEAPNS FIRNG

Individuals successfully completing this course will be certified to assume primary and direct responsibility for the interpretive demonstrations and other activities involving the handling and storage of black powder and the firing of reproduction historic weapons in their respective parks. They will be qualified to supervise the handling and storage of black powder, train both employees and volunteers in the safe handling and use of historic weapons, ensure visitor and employee safety during historic weapons firing activities in the park, and maintain all weapons relating to these activities in a completely safe condition. They will also be qualified to inspect and supervise outside groups that come into the park to participate in historic weapons firing activities to ensure that all safety regulations and practices are being rigidly adhered to. The certification received at this course is good for four years. (80 hours)

**Participants:** Permanent supervisory NPS employees who have primary responsibility for historic weapons firing programs in their parks and for those whose certification expires in FY91.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** April 8-19, 1991  
Mather Employee Development Center

**Note:** Funded by benefitting accounts. This course is open to outside agencies, \$250.00 tuition.

## INTERPRETATION PROGRAM MANAGEMENT

Program Code:  
9927

Title Code:  
INTERP MANAGEMENT

Participants should be prepared to develop and manage programs designed to be successful tools for dealing with resource management problems, safety and protection of resources, public involvement, service to special populations and international visitors. In short, the development, operation, and evaluation of a balanced, integrated program designed to meet the current needs of park areas and Servicewide goals and objectives will be emphasized. Participants should anticipate a course assignment. Upon completion of this course, participants will be knowledgeable of advanced personnel management and human resources development in interpretive operations. They will also become familiar with the concept of "Marketing," enabling them to participate fully in the planning and development of an aggressive interpretive marketing program. (64 Hours)

**Participants:** Interpretive program managers, chiefs and assistant chiefs of interpretation or interpretation and resources management, area managers, superintendents and other managers responsible for interpretation in their park areas, with particular preference given to those in new interpretive positions. Grades 9-13.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** November 27 - December 6, 1991  
Mather Employee Development Center



# 75 Years of Employee Development in the National Park Service

**W**hile employees entering the National Park Service frequently share many of the ideals of Stephen Mather (the first Director of the Service), the skills required in visitor services, law enforcement, maintenance and other specialty areas are sometimes lacking. Changes in technology or management emphasis can also result in a need to provide training. Stephen Mather recognized this soon after the founding of the Service. In 1919 Mather visited the Lake Tahoe area where he witnessed the interpretive work of Harold C. Bryant. Director Mather was so impressed with this work that he arranged for Bryant to bring it to Yosemite National Park the next summer. In 1925 Bryant established the Yosemite Field School of Natural History, the first institutionalized training effort in the National Park Service. Consisting of 20 trainees each year, only a small number of which were Park Service employees, this NPS sponsored program continued successfully—with a short break during the Second World War—until 1953.

Despite the success of the Yosemite Field School, the preponderance of training during the 1920-30s occurred at the regional and field level. According to the Service's first training officer, Frank Kowski, "the parks were the only place a young employee could get trained." Kowski went on to say that periodically regional conferences would be offered to bring "everybody up to date and get them ready for the summer season."

The early years of employee development in the Service were typified by a lack of uniformity. In 1948 Assistant Director Hillory Tolson instituted a program for Servicewide use to rectify this inconsistency. Quickly dubbed "Tolson Tech," the curriculum offered training for mid-level managers who had potential for advancement and was generally found on the road in all parts of the country. Museum administrator and curator Ralph Lewis also commenced Servicewide courses in the 1950s. Lewis gathered scores of park interpreters on the Mall in Washington, D.C.—in temporary buildings constructed during World War I—to learn how to care for artifact collections and exhibit materials for the fledgling system of park museums.

By 1951 the administration of "Tolson Tech" and other activities had become sufficiently large enough to require the appointment of the first Servicewide Training Officer. To fill this position, Director Conrad Wirth tapped Frank Kowski. Wirth directed Kowski (in the latter's words) to "Write your own ticket on training. Nothing much has been done in the area, so come up with some good workable ideas for programs to train



*The first Chief Rangers Conference, Sequoia National Park, January 15, 1926.*



*Fire School at C.C.C. Camp in Rock Creek Park, Washington, D.C., March 16, 1942.*



# 75 Years of Employee Development in the National Park Service

Park Service people." A commitment to a Servicewide training program had been established.

In 1957 Kowski and a staff of two relocated to Yosemite to devise and implement a Servicewide training curriculum. An expanded course was established and consisted of a three month curriculum on all aspects of ranger duties. Offered twice annually to a class of 25, the small group of participants at "Kowski College" came to be called "backlogs" by the rest of the Service. The continuing difficulty in finding adequate housing for the trainees—at times requiring the use of trailers or tents—and limited classroom space quickly prompted calls for a suitable training facility. The Mission 66 initiative generated the opportunity to meet this need. The result was the construction and eventual dedication in June, 1963, of the Horace M. Albright Training Center at Grand Canyon National Park.

Shortly after construction of Albright Training Center had begun, the National Park Service acquired the properties of Storer College at Harpers Ferry, West

Virginia. Director Wirth designated Storer College as the new Stephen T. Mather Training Center. Therefore, within a few months after opening the Albright Training Center, Mather was also opened resulting in two fully operational facilities for Servicewide training programs. Albright Training Center continued emphasizing its "Kowski" courses, later to be called Orientation to Park Operations, while Mather Training Center concentrated on shorter but more frequent interpretive programs.

Starting in the early 1970s, the employee development organization was extended to include training officers at each Region. Mandated to devise and execute training programs calculated on the basis of Regional and local needs, these individuals quickly consolidated gains already achieved at the Servicewide level.

The early 1970s also demonstrated the responsiveness of the training community to the need for more law enforcement training. Largely precipitated by the disturbances at Yosemite National Park in the summer of 1970, funding for law enforcement was increased from \$23,400 to nearly a half-million dollars two years later. The Consolidated National Park Service Law Enforcement Academy in Washington, D.C., was soon incorporated by the Department of the Treasury facility in Brunswick, Georgia. This interagency Federal Law Enforcement Training Center (FLETC) now accommodates and facilitates Servicewide law enforcement training for the National Park Service. As the largest law enforcement training center in the world, FLETC provides cost-effective training using state-of-the-art techniques to meet the Service's specific training needs.



*The most current technologies are used at the Training Centers, in this case, photography in the late 1950s.*

*Yosemite National Park was selected as the trial site for the national Training Center in 1957. A small room in the Yosemite Museum served the trainees as a classroom.*





# 75 Years of Employee Development in the National Park Service

As the Service's needs expanded during the 1970s, new training programs were launched. Servicewide facilities such as the Chicago Field Institute, the Park and Recreation Management Institute (for State and local personnel), Indian Training Institute (located at the Albright Training Center), and Williamsport Preservation Training Center all offered programs to meet specialized needs. The Williamsport Center, along with the Boise Interagency Fire Center, continue today as testaments to the value of sponsoring high quality, specialized training.

The 1980s saw the broadening of the NPS training function to include alternative development strategies. Innovative adult-centered-learner approaches were used to improve program relevancy to the job. Curricula were revised in order to use increasingly more sophisticated technologies. Computer laboratories were established both at the Mather Training Center and Washington Office to foster increased computer literacy. A TV Production Specialist was hired at the Albright Center to produce videotapes for Servicewide use.

The decade of the 1980s also saw curriculum development for specific disciplines within the Service. Cultural Resources, Natural Resources, Operations, and other Divisions worked in consort with the Employee Development Division in program

design and funding assistance. The Skills Team approach, whereby cadres of trainers for each Region were designated, continues to offer a tremendous amount of training at low cost in such fields as supervision, position management, interpretation, and natural/cultural resources. Director William Penn Mott's emphasis on interpretation resulted in an extraordinarily successful creation of interpretive skills classes consisting of five different fully developed and validated course curricula. An eleven week Maintenance Management Development Program was started at the Albright Employee Development Center as a part of a renewed emphasis on nationwide maintenance training. Congress' funding of and commitment to multiple Natural Resources Management Trainee Programs has improved the skills of many of the Service's resource managers. Eighty-six participants have thus far successfully graduated and are now located in NPS parks and offices.



*Law enforcement training at the Yosemite Training School in the late 1950s.*



*Up to 25 participants crowd into the Yosemite Training School in 1960.*



# 75 Years of Employee Development in the National Park Service

The paradigm for the 1980s was the redesignation of the names for the Mather and Albright Training Centers and the NPS facility at FLETC to "Employee Development" Centers. Reginald "Flip" Hagood, Chief Employee Development Officer for the National Park Service, stated that this change represented "the transformation of the training function to a new and more rewarding experience for the learner by expanding the available learning methodologies."

Forces outside the National Park Service currently indicate the growing and changing role of employee development in the United States. As of 1991, the largest "industry" in the United States is education and training. The Office of Personnel Management, at the urging of the General Accounting Office and others, has established a new Human Resources Development Group to place greater Governmentwide emphasis on its policy, leadership and oversight functions. The Department of the Interior, with the full support of the Secretary, is currently examining the role it should

perform during the upcoming decade; the chairperson of the Development and Advancement Work Group is the Service's own Chief Employee Development Officer. The American Society for Training and Development reports an increasing need for entry level training as the available labor pool becomes scarcer while many school districts of this country graduate less than half of their students from high school.

The 1990s offers the National Park Service continuing challenges in updating worker skills at a time of increasing changes in the forces impacting the Service. Uplinking data from the tundras of Alaska to a geocentric satellite which downloads to a plotter for Geographic Information System analysis is already a reality in the National Park Service. The Service recognizes that it must foster this kind of technological innovation. It also recognizes that data from the Office of Personnel Management's Workforce 2,000 study dictates that increased technological skills must coincide with an improved understanding of each other as human beings. The Park Service is now placing a major emphasis on succession planning through a new Intake Program, maintenance skills training, orientation programs, and supervisory and management development in order to address the needs of the Service.

The history of training in the National Park Service demonstrates that planned and coordinated developmental activities significantly assist in achieving organizational goals. Offering development programs also shows that the Service cares about the contributions of its employees. The National Park Service knows that its greatest resource is its employees.



*Frank Kowski at dedication of new Horace M. Albright Training Center at Grand Canyon National Park in 1963. Frank Kowski is considered by many to be the "father" of training in the National Park Service.*

*Conrad L. Wirth, George B. Hartzog, Jr., and Bertha Mather McPherson, daughter of Stephen T. Mather, cut ribbon at Wirth Hall on April 17, 1964 to dedicate the new Stephen T. Mather Training Center in Harpers Ferry, West Virginia.*



### ■ INTERPRETING MILITARY RESOURCES WITHIN A BROADER PERSPECTIVE "THE BIG PICTURE"

Program Code:  
9963

Title Code:  
INTERP MILITAR RES

The interpretation of many NPS battlefields, national cemeteries, fortifications, and other military sites can more properly be termed "description" rather than true interpretation. Many interpreters concentrate on describing the chronological events of a battle or the appearance of the landscape at the time of the significant action. This course is designed to provide subject matter instruction in the "big picture;" the broader historic or prehistoric contexts, perspectives, or themes within which a park's interpretive approach must rest. It will demonstrate successful interpretive techniques which encourage and stimulate visitors to examine the "role" and "significance" of a particular battle or military site in our country's history, and to their strong emotional/cultural attachments some groups and individuals feel regarding the presentation of what they consider the "correct" story of the site, and provide recommendations on how to handle these situations without resorting to rote or essentially empty descriptions of our past. (40 Hours)

**Participants:** Field level personnel involved in interpretation at National Military Parks, National Battlefields, or areas with significant military resources; Chief Interpreters, Park Ranger/Interp., Historians and Curators.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** October 21-25, 1991  
Mather Employee Development Center

### ■ INTERPRETING NATIVE AMERICAN CULTURES

Program Code:  
9960

Title Code:  
INTERP NAT AM CULT

This course focuses on policies, programs and issues in the management, interpretation and curation of Native American cultural and natural resources. It will serve to raise awareness, inform park staff of new policy and program directives and discuss issues in the implementation of new approaches. This course is co-sponsored by the Division of Cultural Services, Anthropology and Interpretation. (40 Hours)

**Participants:** Park managers, curators, and interpretive managers and specialists, GS 7-13.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Billings, Montana

**Note:** This course is open to outside agencies, \$250.00 tuition.

### ■ INTERPRETIVE OPERATIONS FOR FIRST-LINE SUPERVISORS

Program Code:  
9947

Title Code:  
INT OP FIR LI SUP

This course promotes a practical approach to interpretive operations for first-line interpreters in a variety of techniques; to apply the "nuts and bolts" of interpretive activities and determine their appropriateness in the parks; and to analyze the park's interpretive documents and demonstrate their applicability and importance to interpretive operations. Participants will develop basic skills as instructors in interpretive operations. Prior to receiving certification for this course, each participant is required to conduct one training course at their park for employees of their park and/or neighboring areas. Supervisory skills in interpretive operations will be emphasized throughout the course. Certification of 40 hours of supervisory training is obtained through this course. Participants should anticipate several pre- and post-course assignments. (80 hours)

**Participants:** First-line supervisors. Grades GS 5-9.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 11-22, 1991  
Mather Employee Development Center

**Note:** This course is open to outside agencies, \$500.00 tuition.

### ■ INTERPRETIVE PLANNING

Program Code:  
9918

Title Code:  
INTERPRET PLANNIN

This course introduces interpretive planning for interpretive personnel who are actively involved, or will be involved within the next two years, in interpretive projects with HFC. It will focus on the content and purpose of the different plans effecting interpretation (GMPs, DCPs, and IPs). The strengths, weaknesses, and uses of different media, and the efficient use of HFC and Regional resources in tying concepts to reality will receive emphasis. Structured field trips involving case studies will be employed throughout the course, as well as practical exercises. (64 hours).

**Participants:** Chiefs of interpretation or other interpretive employees actively engaged in an interpretive project with Harpers Ferry Center or anticipating a HFC project before FY93.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** Funded by benefitting accounts. This course is open to outside agencies, \$450.00 tuition.



## ■ INTERPRETIVE SKILLS I (PERSONAL SERVICES INTERPRETATION)

Program Code:  
9948

Title Code:  
INTERP SKILLS I

This course develops participant skills necessary to prepare, present, and evaluate interpretive talks, walks, and illustrated programs; serve the public at the visitor center desk; and make spontaneous public contacts in the park setting. A pre-course assignment may be a part of this course. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 80 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others who present interpretive talks, walks, or illustrated programs; others who have public contact or who may be called upon from time to time to present interpretive programs.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region.

## ■ INTERPRETIVE SKILLS II (NON-PERSONAL SERVICES INTERPRETATION)

Program Code:  
9949

Title Code:  
INTERP SKILLS II

This course increases the skills of field interpreters in non-personal interpretation. The course concentrates on interpretive writing, exhibit preparation, publications preparation, audiovisual applications, and media relations. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved in interpretive writing, exhibit preparation, publications preparation, audiovisual applications, and media relations.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region.

## ■ INTERPRETIVE SKILLS IIIA (SPECIAL POPULATIONS AND AUDIENCES)

Program Code:  
9950

Title Code:  
INTERP SKILLS III

This course prepares interpreters to serve a wide variety of visitor groups. Subjects covered will include interpreting for special populations, senior citizens, general program accessibility, cross-cultural considerations (including international and American cultures), special events, and off-site presentations. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved with visitor services who need to increase their interpretive skills to serve the full spectrum of visitors to our parks.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Locations:** Dates and locations to be announced by specific Region

## ■ INTERPRETIVE SKILLS III-B (SPECIAL INTERPRETIVE METHODS AND TECHNIQUES)

Program Code:  
9956

Title Code:  
INTE SKILLS IIIB

This course prepares intermediate level interpreters to cover a wide variety of interpretive situations requiring specialized techniques. The course explores interpreting controversial issues, extending the park's influence, living history, demonstrations, children's interpretation, environmental education techniques, and storytelling. This is a Servicewide training course sponsored by the Mather Employee Development Center and taught by the Regional Interpretive Skills Team. (This course meets 40 hours of the recommended minimum core competencies training program for interpreters.)

**Participants:** Interpreters and others involved with visitor services who need to increase their interpretive skills to handle many of the specialized programs being used in the NPS.

**Class size:** 20

**Number of times conducted:** To be announced

**Dates/Location:** Dates and locations to be announced by specific Region.

### ■ INTERPRETIVE SKILLS IV (WRITING/SITE BULLETIN WORKSHOP)

Program Code:  
9954

Title Code:  
INTERP SKILLS IV 1

Interpretive Skills IV will help insure both quality and cost effectiveness in the production of locally-produced information materials. Upon completion of the course, participants will be able to write, edit, design, and produce such publications as site bulletins, press releases, trail booklets, park newspapers or park brochures. Basic writing/production skills, as well as computer-aided publishing techniques will be emphasized. (This course meets 80 hours of the recommended minimum core training program for interpreters).

**Participants:** Target group is park interpreters at grades GS-5 through GS-9 and other employees with the responsibility for producing site bulletins, park brochures, interpretive labels, trail booklets, press releases, or park newspapers in their parks.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** February 25 - March 8, 1991  
Mather Employee Development Center

### ■ LIBRARY MANAGEMENT WORKSHOP

Program Code:  
3701

Title Code:  
LIBRARY MGMT WKP

This workshop will provide trainees with operational guidelines in setting up new libraries and increasing the usefulness of existing libraries. Library automation, increased accountability and sources of assistance and free and inexpensive reference materials will also be addressed. (32 hours)

**Participants:** Park staff with responsibility for park libraries.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** April 30 - May 3, 1991  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account.

### ■ MAINTENANCE TRAINING FOR INTERPRETIVE MEDIA

Refer to program description under Maintenance.

### ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS, AND PLANNERS

Refer to program description under Operations, Project Access.

### ■ PERSONAL TRAINING PROGRAM FOR INTERPRETERS: SELF-STUDY PROGRAM

Program Code:  
9917

Title Code:  
INTERP TRNG PACKG

This is a reissuance of the 1976 training package designed for use by any employee in the National Park Service. It is designed as a self-study program using a 1/2" VHS tape and workbook. The program is designed to improve interpretive skills in questioning, structuring, and response techniques with park visitors. Materials for the training package may be obtained through the Regional Employee Development Offices. Employees' supervisors will verify the completion of the program to the Regional Employee Development Office and Regional Chief Interpreter. They will verify the satisfactory completion of the program to the Mather Employee Development Center, which will certify the individual for the course. Those satisfactorily completing the course will receive 24 hours of credit. At the discretion of the Region, an assigned follow-up activity utilizing the training package principles will be offered. Those satisfactorily completing the follow-up activity will receive an additional 16 hours of credit, for a total of 40 hours. (This training counts as part of the Recommended Minimum Core Competency Training Program for Interpreters.)

**Participants:** All NPS personnel wishing to improve their communicative skills with the public. (Seasonal employees permitted)

**Class size:** Unlimited, Correspondence Course

**Number of times conducted:** As course materials are available

**Dates/Location:** On-going at trainee's duty station





## ■ VOLUNTEER PROGRAM MANAGEMENT

Program Code:  
9965

Title Code:  
VOL PRG MNGT TRNG

This training, conducted by professionals, will train park employees in the techniques of volunteer program management. They will then be able to better manage the park VIP programs that they are responsible for. (24 Hours)

**Participants:** Employees in the Southeast and North Atlantic Regions responsible for park VIP programs.

**Class size:** 150

**Number of times conducted:** 1

**Dates/Location:** December, 1990  
Nashville, TN

**Note:** This course is funded by the Servicewide VIP account.

### Law Enforcement & Visitor Protection

## ■ ADVANCED PHYSICAL SECURITY TRAINING

Program Code:  
3158

Title Code:  
ADV PHYSIC SECUR

This program is a comprehensive physical security training program which includes conceptual frameworks, vulnerability assessments and familiarization with hardware and procedures. Subject matter includes, threat analysis, risk assessment, intrusion detection systems, access control, security lighting, locks and locking devices, closed circuit TV and physical security surveys. (64 hours)

**Participants:** Fully commissioned park rangers having significant responsibility for the development, implementation or monitoring of physical security programs; non-law enforcement employees who are designated as physical security specialists for their unit, e.g. museum technical staff.

**Class size:** 24

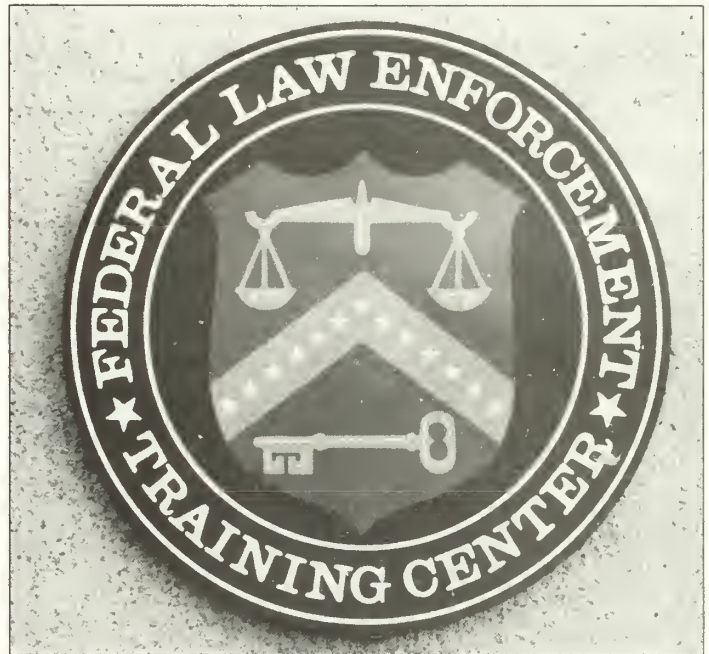
**Number of times conducted:** 2

**Dates/Location:** January 29-February 7, 1991  
April 16-25, 1991  
Law Enforcement Employee  
Development Center, FLETC  
Glynco, GA

**Note:** This program is usually funded by benefitting account.

## ■ ARCHEOLOGICAL PROTECTION TRAINING FOR CULTURAL RESOURCES AND LAW ENFORCEMENT MANAGERS AND SPECIALIST

Refer to program description under Cultural Resources.



## ■ ARCHEOLOGICAL RESOURCES PROTECTION

Program Code:  
3141

Title Code:  
ARCHEO RES PROTEC

This course is designed to provide a one-week comprehensive program of study in investigative techniques for law enforcement officers and archeologists. Through a series of classroom lectures, discussion and practical exercises, the student will achieve a level of proficiency sufficient to successfully complete most archeological resource theft investigations. The program has been designed to meet the unique needs of the archeological and law enforcement officer. Specific courses will be presented to each group as well as combined classes. (40 hours)

**Participants:** Fully commissioned (level one) law enforcement officers or archeologists with responsibilities for the protection of archeological resources.

**Class size:** 24

**Number of times conducted:** To be announced

**Dates/Location:** Dates and location to be announced by Superintendent, Law Enforcement Employee Development Center at FLETC, Glynco, GA.

**Note:** While the course is usually funded by benefitting account, funding is available from LEEDC for 1991.

## ■ BASIC LAW ENFORCEMENT FOR LAND MANAGEMENT AGENCIES

Program Code:  
3134

Title Code:  
BASIC LE LAND MGT

This intensive basic training has been especially developed for land management agencies and is designed to meet the basic training required of park rangers in order to qualify for a level one law enforcement commission. (389 hours)

**Participants:** Permanent park rangers not presently commissioned, with law enforcement as a critical element of their performance standards.

**Class size:** 24

**Number of times conducted:** 9

**Dates/Location:** January 10 - March 25, 1991  
February 4 - April 16, 1991  
February 27 - May 8, 1991  
March 25 - June 4, 1991  
April 15 - June 25, 1991  
May 30 - August 9, 1991  
June 25 - September 5, 1991  
July 22 - October 1, 1991  
August 12 - October 23, 1991  
Fall courses to be announced by Superintendent, Law Enforcement Employee Development Center, at FLETC, Glynco, Georgia

## ■ DRIVER INSTRUCTOR

Program Code:  
3608

Title Code:  
DRIVER INSTRUCTOR

The participating instructor/trainee, upon completion of this course, will be able to develop and present a viable, effective driver training program and instruct both in the classroom and on the driving range. Each participant will gain experience through practical application. (80 hours)

**Participants:** Fully commissioned park rangers.

**Class size:** To be announced

**Number of times conducted:** 3

**Dates/Location:** January 7-18, 1991  
May 6-17, 1991  
August 5-16, 1991  
Law Enforcement Employee Development Center at FLETC, Glynco, Georgia.

**Note:** This course is usually funded by benefitting account.

## ■ DRUG ABUSE RESISTANCE EDUCATION WORKSHOP FOR INSTRUCTORS

Refer to program description under Operations.

## ■ FIREARMS INSTRUCTOR

Program Code:  
3607

Title Code:  
FIREARMS INSTRUC

The participating instructor/trainee will be expected to develop lesson plans and courses relevant to the participant's organization. Each participant will benefit from lectures, demonstrations and active participation in FLETC firearms courses. He/she will also gain experience through "on-line" instruction. The instructor trainee will be taught the proper methods of range management, which will include range officer duties and responsibilities. (80 hours)

**Participants:** For acceptance into this program, the instructor/trainee must be fully commissioned and: (1) experienced in or possess potential for presenting instructional material to law enforcement personnel, (2) qualified in the parent organization's course of fire, (3) actively engaged in or expected to be detailed as a firearms instructor for the parent organization and (4) in good physical condition, because participant will perform in stress courses of fire.

**Class size:** 24

**Number of times conducted:** To be announced

**Dates/Locations:** Dates to be announced by Superintendent Law Enforcement Employee Development Center at FLETC, Glynco, GA

**Note:** This course is usually funded by benefitting account.

## ■ LAND MANAGEMENT INVESTIGATOR TRAINING

Program Code:  
3149

Title Code:  
LA MGT INVES TRNG

This course is designed as an "advanced" program in the latest techniques in criminal investigation as applied to the land management environment. The curriculum stresses federal law, interviewing, surveillance and special areas of resource investigation including wildlife law enforcement, wildfire cause investigation and implementation of the Archeological Resources Protection Act. A level one law enforcement commission and an updated NACIC (within 5 years) are prerequisites for attending the program. (360 hours)

**Participants:** "Fully commissioned" park rangers with no less than 3 years law enforcement experience who are graduates of the Federal Law Enforcement Training Center's Basic Police Program since September 1975. Nominees must have permanent status and a demonstrated ability in law enforcement.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** February 4 - April 1, 1991  
Federal Law Enforcement Training Center  
Law Enforcement Employee Development Center at FLETC, Glynco, GA





## ■ LAW ENFORCEMENT FOR MANAGERS

Program Code:  
3125

Title Code:  
LAW ENFO FOR MGRS

This course is targeted at the management level. It is intended to familiarize participants with recent changes in federal law including NPS authority and jurisdiction. In addition, participants will be provided with current information on law enforcement training, civil liability, NPS guidelines and USDI policies. (40 hours)

**Participants:** Field and regional managers with overall responsibility for law enforcement operations in their area who have little formal training in law enforcement. A limited number of applications with a specific need to become more familiar with the Service's law enforcement program will also be accepted.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Fall, 1991  
Specific dates to be announced by  
Superintendent, Law Enforcement Employee  
Development Center at FLETC, Glynco, GA

## ■ MARINE LAW ENFORCEMENT

Program Code:  
3145

Title Code:  
MARINE LAW ENFOR

This program is designed to develop the basic skills essential to a water-oriented law enforcement program. The curriculum emphasizes navigation, boat operations, boarding and searching procedures, safety and maintenance. (144 hours)

**Participants:** Fully commissioned park rangers assigned to an area with significant marine law enforcement responsibilities.

**Class size:** 24

**Number of times conducted:** 4

**Dates/Location:** March 11-April 4, 1991  
April 29-May 23, 1991  
June 17-July 12, 1991  
August 5-29, 1991  
Law Enforcement Employee Development  
Center at FLETC, Glynco, GA

## ■ NATIONAL WILDFIRE INVESTIGATION

Program Code:  
3142

Title Code:  
NAT WILDFIRE INVES

This is a specialized course designed for those who have been previously trained in investigation and will bring their associated list of "transferable skills" to fire investigation. This course involves original cause determination, liability and subsequent case preparation for prosecution as it relates to fire investigation for structures, vehicles, timber, underbrush or grass. (80 hours)

**Participants:** Fully commissioned park rangers

**Class size:** 24

**Number of times conducted:** 2

**Dates/Location:** January 28-February 28, 1991  
Law Enforcement Employee Development  
Center, Glynco, GA  
June 10-21, 1991  
Boise, Idaho

## ■ PHYSICAL FITNESS COORDINATOR

Program Code:  
3153

Title Code:  
PHYSIC FITN COORD

This program prepares the student to coordinate an on-site physical fitness and wellness program. Subject matter includes principles of exercise, nutrition, injury management, physical assessments, testing protocol, exercise alternatives, and lifestyle management. Upon completion of this training, participants will be able to conduct the FLETC five-part Physical Efficiency Battery (PEB) as well as additional assessment modes, and provide individualized exercise improvement recommendations. (80 hours)

**Participants:** Emergency Service personnel with responsibility for coordinating their area's physical fitness program.

**Class size:** 30

**Number of times conducted:** 5

**Dates/Locations:** February 4-15, 1991  
February 11-22, 1991  
April 15-26, 1991  
May 6-17, 1991  
July 8-19, 1991  
Law Enforcement Employee Development  
Center, Glynco, GA & Artesia, NM

## ■ WILDLIFE LAW ENFORCEMENT

Program Code:  
3147

Title Code:  
WILDLIFE LAW ENFO

This course is intended to provide current knowledge and skills in the area of wildlife law enforcement. It is targeted at those "fully commissioned" employees assigned to areas where protection of wildlife is a primary concern. This course will include both legal and forensic subjects applicable to the enforcement of laws and regulations concerned with wildlife protection. (40 hours)

**Participants:** Fully commissioned rangers assigned to an area with wildlife law enforcement programs.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** Dates and location to be announced by Superintendent, Law Enforcement Employee Development Center at FLETC, Glynco, GA

**Note:** This course is usually funded by benefitting account.

## Maintenance

## ■ ABANDONED EXPLOSIVES DISPOSAL TRAINING

Refer to program description under Operations.

## ■ BLUEPRINT READING

Program Code:  
7262

Title Code:  
BLUEPRINT READING

The purpose of this course is to provide participants with the ability to effectively read blueprints. Standard symbols used in the preparation of blueprints and interpretation of plans will be covered. Course is directed towards improving blueprint proficiency in order to supervise the work of contractors and day labor crews in which plans and specifications are used.

**Participants:** Exhibit Specialists, Maintenance Foreman, Tradespeople, and employees responsible for overseeing construction projects.

**Class size:** 20

**Dates/Location:** Dates to be announced.  
Williamsport Preservation Training Center

## ■ CONSTRUCTION MANAGEMENT

Program Code:  
7263

Title Code:  
CONSTRUCT MANAGE

The goal of this course is to provide employees who supervise construction/preservation projects with a framework for project execution. Topics include project planning, estimating, on-site time management, supervision, project documentation, project closeout, and completion reports with emphasis on managing projects in a efficient and cost-effective manner.

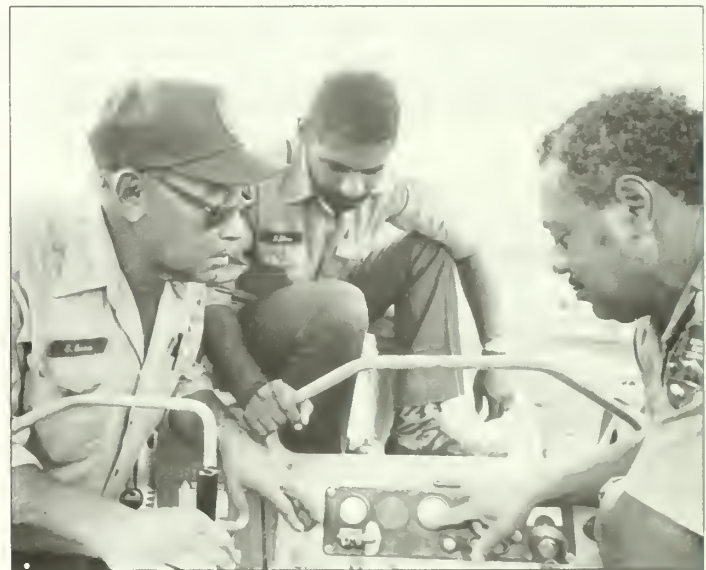
**Participants:** Supervisors and managers responsible for construction/preservation projects, Architects, Exhibit Specialists and Maintenance Foremen.

**Class size:** 20

**Dates/Location:** Dates to be announced.  
Williamsport Preservation Training Center

## ■ "CROSSOVER" SKILLS WORKSHOPS IN HISTORIC PRESERVATION

Refer to program description under Cultural Resources.





## ■ FACILITY MANAGERS DEVELOPMENT PROGRAM

Program Code:  
7248

Title Code:  
FAC MANG DEV PROG

This developmental opportunity is designed to prepare the participant for maintenance supervisory and management positions and to provide the skills and knowledge for advancement toward full level Facility Manager responsibilities. Two hundred forty hours will be devoted to classroom exploration of Maintenance Management Systems application, data systems, concessioner agreements, budgets, contracting, housing management, special programs administration, cultural resource programs, interpretation and safety responsibilities, environmental compliance, team building, decision making, problem solving, communications, archeological compliance and sensitivity, Equal Opportunity, and personnel procedures. The last week will be devoted to Natural Resource concerns. For four weeks, participants will be detailed to parks with advanced and effective maintenance programs for on-site hands-on experience. Completion of this program does not guarantee placement in a maintenance or supervisory position, but is intended to prepare the employee for competitive consideration when a vacancy occurs. Participants in the program are expected to apply for future promotions or reassignments to maintenance and supervisory and management positions. (240 hours, plus four weeks on a park detail)

**Participants:** New Facility Managers, all foremen and others with potential to become Facility Managers. Applications will also be accepted from other employees interested in Facility Manager positions.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** March 19 - April 26, 1991  
Albright Center

**Note:** \$600 tuition for non-NPS participants

## ■ HISTORIC PRESERVATION MAINTENANCE SKILLS WORKSHOP

Program Code:  
7259

Title Code:  
HIS PRE MNT SK WK

This course is designed to increase the ability of park maintenance staffs to appropriately maintain and preserve historic structures in accordance with the "Management Policies" and "Cultural Resources Management Guideline, NPS-28." The course places its primary emphasis on the development of "hands-on" skills. Participants who have previous experience in a trade such as masonry, carpentry, or painting will work as team members on actual projects under the direction of qualified Preservation Specialists from the Williamsport Preservation Training Center. In addition to closely supervised project work, participants will spend 8-16 hours in a formal classroom environment learning cultural resources management principles related to historic structure preservation.

**Participants:** Maintenance Mechanics, Maintenance Workers, Maintenance Foremen, and others who are responsible for preserving and maintaining historic structures.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** May 20-24, 1991  
Williamsport Preservation Training Center



## ■ MAINTENANCE: THE FIRST LINE MANAGER

Program Code:  
1149

Title Code:  
MAIN FIRST LN MGR

This developmental opportunity is designed to provide the participants with skills and knowledge needed for first line maintenance supervisory and management positions. One hundred twenty hours will be devoted to classroom exploration of the duties and responsibilities of the first line maintenance foreman, including management of maintenance crews and projects, Maintenance Management Systems applications, communication skills, team building, decision making and problem solving, administrative techniques, contracting officer's technical representative duties, procurement and property control, budgeting and program management, interdivisional concerns (involving interpretation, visitor protection, cultural and natural resources), career counseling, interactions with public utilities, working with state and local agencies, and stress management. (120 hours)

**Participants:** Wage grade employees WG-07 and above, all WL employees, and new WS employees having less than one year of supervisory and management experience.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** January 28 - February 15, 1991  
Albright Center

**Note:** \$500 tuition for non-NPS participants

## ■ MAINTENANCE SKILLS WORKERS FUND

Program Code:  
7247

Title Code:  
MAIN SKI TRG FUND

This fund is available to provide local opportunities for training in all the maintenance worker skills fields. It is designed for individuals with current, on-the-job deficiencies or needs that relate to updating current skills, branching out into new skill areas required by the job, or learning how to work with new materials, techniques, environments, or regulations. It is not to be used to satisfy supervision, administration, or management responsibilities. The training is to be accomplished through VOTEC instruction, correspondence courses, "apprentice" details to nearby parks or commercial establishments, or purchase and study of manuals, packaged training (slide-tape programs and video tapes), etc. Failure to satisfactorily complete a funded training opportunity (unless major uncontrolled circumstances occur) will result in payment for the course by the individual concerned. This program is not to be used to satisfy mandatory training needs.

**Participants:** Permanent and 180-day or more temporary employees currently doing hands-on park maintenance work.

**Dates:** On-going

## ■ MAINTENANCE TRAINING FOR INTERPRETIVE MEDIA

Program Code:  
7755

Title Code:  
MAIN TRG INTE MED

This course will provide maintenance training for park staff to become familiar with all aspects of maintenance for interpretive media including audio-visuals, exhibits and exhibitry, and historic furnishings. (40 Hours)

**Participants:** NPS employees with major responsibilities for the maintenance of interpretive media in parks (AV, exhibits, historic furnishings) - interpretive personnel, maintenance, museum aids, and others.

**Class size** 24

**Number of times conducted:** 1

**Dates/Location:** TBA  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account and is open to outside agencies, \$250.00 tuition.





## ■ MANAGERIAL UPDATE FOR CHIEFS OF MAINTENANCE

Program Code:  
7260

Title Code:  
UPDATE MAIN CHIEF

This is a refresher course designed to provide the current Facility Manager or Chief of Maintenance with growth experiences and an update in team building, time and stress management, leadership, communication skills, MMS, budget and finance, property and procurement, accountability, personnel, environmental compliance, construction concerns, DSC interface, cultural and natural resource management issues, and current initiatives as they affect maintenance.

**Participants:** Current Facility Managers or Chiefs of Maintenance, GS-9 through 13 and WS Chiefs of Maintenance in the same job and park for 2 years and longer.

Class size: 30

Number of times conducted: 1

**Dates/Location:** December 3 - 14, 1991  
Albright Center

**Note:** \$400 tuition for non-NPS participants.

## ■ MASONRY WORKSHOP

Program Code:  
7264

Title Code:  
MASONRY WORKSHOP

The objective of this course is to provide wage grade employees, exhibits specialists, and historical architects with a hands-on working knowledge of the basics of laying stone and brick. Topics include mixing and matching mortar, selection and proper use of tools, pointing and repointing of stone and brick, selection of stone and brick appropriate to the job, and cleaning techniques.

**Participants:** Architects, Exhibit Specialists, wage grade employees.

Class size: 16

**Dates/Location:** Dates to be announced  
Williamsport Preservation Training Center

## ■ PLASTERING WORKSHOP

Program Code:  
7265

Title Code:  
PLASTER WORKSHOP

This course will provide both a classroom overview and history of historic plaster and a hands-on approach to the techniques of plastering. The focus is on plastering interior walls of historic buildings and developing skills at a minimal level, so that re-plastering and plaster repairs can be made in-house.

**Participants:** Exhibit Specialists, Architects, Maintenance Mechanics, Maintenance Workers, and others responsible for maintaining historic structures.

Class size: 15

**Dates/Location:** Dates to be announced  
Williamsport Preservation Training Center

## ■ RETROFITTING FOR ACCESSIBILITY: A COURSE FOR MAINTENANCE PERSONNEL

Refer to program description under Operations, Project Access.

## ■ SKILLS DEVELOPMENT PLAN FOR NPS PERSONNEL WITH HISTORIC PRESERVATION RESPONSIBILITIES

Refer to program description under Cultural Resources.



## Management

There are numerous programs available to managers other than those listed below. Refer to other parts of this Courier for specific topics relevant to management needs.

### ■ BEVINETTO CONGRESSIONAL FELLOWSHIP

The Bevinetto Congressional Fellowship is a two-year developmental program which provides the participant with experience in the area of legislation. The first year of the program is spent on Capitol Hill working on the staff of a member of Congress or a Congressional Committee. The trainee is assigned to the Division of Legislation, WASO, for the second year. The program is open to permanent, full-time employees in grades GS/GM 11-13, with a minimum of five years experience with the National Park Service. The program is announced in the fall of the year.

### ■ BROOKINGS INSTITUTION

The Brookings Institution, Washington, D.C. offers several one and two-week seminars designed to (1) increase the federal executive's awareness of the national and international environment in which public policy issues are defined and resolved, (2) broaden their knowledge of domestic and international policy issues, (3) contribute to problem solving in the public policy area. Participation is limited to SES members and senior GM-15s.

### ■ DEPARTMENTAL MANAGER DEVELOPMENT PROGRAM (DMDP)

The Departmental Manager Development Program is being revised. The new DMDP will focus on basic supervision, leadership and management skills. Seminars and detail/special project assignments will form the core of the program. Participation will be open to GS 12-13 occupational specialists who will remain in their current positions while in the program.

### ■ EXECUTIVE POTENTIAL PROGRAM

The Executive Potential Program, sponsored by OPM, is designed to prepare occupational specialists for the transition into management positions. Participants are required to attend a program orientation as well as three one-week training courses. In addition, each participant is required to have a minimum of four months of developmental work assignments. The program is limited to full-time permanent employees in grades GS/GM 13-14. The program is announced in the fall of the year. Funding is by benefitting account.

### ■ EXECUTIVE SEMINAR CENTER PROGRAMS

OPM's Executive Seminar Centers offer several two-week residential seminars designed to meet the varied needs of Government managers. The National Park Service reserves spaces in the following seminars: Administration of Public Policy Seminar; Seminar for New Managers; Management Development Seminar; Management of Natural Resources Seminar. Employees in grades GS/GM 13-15 are eligible to apply. The seminars are announced in the fall of each year.

### ■ FEDERAL EXECUTIVE INSTITUTE (FEI)

The goals of the FEI program, Leadership for a Democratic Society, are (1) to develop a more complete understanding of the Constitutional basis for American governance, (2) to identify the foundations of the public service culture and the values inherent in it, and (3) to develop increased awareness of the dynamics surrounding contemporary policy issues and problems. SES members and GS/GM-15s are eligible to participate in this program which is announced in the fall.

### ■ GIS FOR MANAGERS

Program Code	Title Code
5132	GIS MANAGERS

This course will inform park superintendents, assistant superintendents, and regional and WASO program managers on effective use of their Geographic Information Systems (GIS) for park resource and other management decisions. In addition, participants will learn about the "care and feeding" requirements of a GIS to maintain a "healthy" and effective management tool. Topics will include: 1) a GIS refresher — what is a GIS?; 2) data base maintenance and enhancement considerations; 3) personnel and training requirements; 4) hardware and software status and trends; 5) opportunities for cooperative efforts with other land managers; 6) practical uses; 7) NPS GIS policy, standards and procedures; 8) GIS and land information systems trends. The emphasis in each of these topics will be on the use of GIS for park resource and other management decision-making. The course will be based on field experience and will use managers from the Service and other agencies as instructors to provide pragmatic information. (24 hours)

**Participants:** Superintendents, Assistant Superintendents, Regional and WASO program managers, CPSU Support Centers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** December 4 - 6, 1991  
Denver, Colorado

**Note:** \$50/day tuition for non-NPS participants.



## ■ MANAGER'S INSTITUTE ON PUBLIC POLICY

Program Code:  
1137

Title Code:  
MGRS IN PUB PLCY

This course is designed to give the participants a better understanding of the Legislative Branch of the federal Government and how it impacts on the Executive agencies. Some of the topics that will be covered are: The Constitutional Basis of Congressional Authority; Leadership and the Organization of the Congress; The Role of Personal Staff; and the Congressional Budget and Appropriations Processes. Portions of the course will be conducted on Capitol Hill. Presentations by members of Congress, Congressional staff, agency officials, Administration spokespersons and scholars will be an integral part of the course. NPS-specific topics will include NPS and Departmental policies regarding channels of communication on legislative matters; interactions of park managers and legislators and their staffs; park managers and constituency groups and NPS managers and the media. (80 hours)

**Participants:** Managers in grades GS/GM 12-14

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** February 4-16, 1991  
Washington, D.C.

**Note:** Funding by WASO Employee Development Division and benefitting account.

## ■ NPS 75TH ANNIVERSARY SYMPOSIUM

The centerpiece of 1991's National Park Service 75th anniversary celebration is a 3 day symposium, "Protecting Our National Parks: Challenges and Strategies for the 21st Century" which will be held October 7-10, 1991 in Vail, Colorado. The symposium is being developed in partnership with the World Wildlife Fund/Conservation Foundation, Harvard University's Kennedy School of Government and the National Park Foundation. The symposium process is actually a year long program which will bring together leading authorities from the private and public sectors who will meet in work groups early in 1991 and provide symposium participants with initial findings and recommendations for the four key issues that will be addressed in October. These issues are Organization Renewal-Human Resources Management and Funding; Resources Stewardship-Natural and Cultural; Visitor Use and Enjoyment; and Environmental Leadership. Symposium participants will develop comprehensive recommendations for current and future Park Service management. As Director Ridenour has said, "In my view, there is no more meaningful way to commemorate the 75th anniversary of the NPS than with this symposium."

## ■ SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM (SESCDP)

The main objective of the SESCO is to assist the SES candidates in developing the executive competencies necessary to carry out the responsibilities and duties of an SES position. The executive competencies include: integration of internal and external program/policy issues; organizational representation and liaison; direction and guidance of programs, projects, or policy development; acquisition and administration of financial and material resources; utilization of human resources; review of implementation and results. Employees in GS/GM 14-15 positions are eligible to compete for this 15-month program which is announced every two years.

## ■ SOCIAL SCIENCE FOR MANAGERS

Program Code:  
1861

Title Code:  
SOC SCIE FOR MGRS

This course will deal with major people-related issues facing park managers with some of the techniques being used to respond to issues both within and outside the National Park Service. Areas to be covered include park-specific case studies coupled with topics of Servicewide interest, such as: future trends, sociological carrying capacity and crowding, economic impacts, visitor surveys, special populations, remote area living, social science research needs, human resource management plans, and interpretation.

**Participants:** Designed primarily for Superintendents, the program is also applicable to Chief Rangers, Chiefs of Interpretation and others.

**Class size:** To be determined.

**Number of times conducted:** To be determined.

**Dates/Location:** To be determined.

## ■ THE SUPERINTENDENCY

Program Code:  
1123

Title Code:  
THE SUPERINTENDEN

The course is designed for newly assigned superintendents and will address elements of their positions and the decision-making and problem-solving processes in their day-to-day operations. Included will be sessions dealing with the competencies essential to their successful performance, including leadership, authorities, responsibilities, current issues and challenges to the NPS, budget and program formulation, and the NPS organization. This course will include several senior "seasoned" superintendents and managers to take advantage of informal learning and sharing of experiences. In addition, the course will be conducted in the "outdoor classroom" of an NPS area that will allow opportunities for learning while maintaining a close relationship with the resources.

**Participants:** New superintendents and deputy and assistant superintendents in their first superintendency assignment.

**Class size:** 24

**Number of times conducted:** 1

**Dates/Location:** To be announced.

**Note:** To be paid by benefitting account.

## ■ WOMEN'S EXECUTIVE LEADERSHIP PROGRAM (WEL)

The Women's Executive Leadership Program (WEL) is a year-long developmental program sponsored by OPM to help high potential women and men prepare for future opportunities in management positions. Women and men in grades GS 11-12 are eligible to apply for the program. The participants remain in their current positions and participate in a number of required activities, some of which are tailored to their individual needs. The developmental activities require the individual to be away from the job for approximately 18 weeks. The WEL program is announced in the fall.

## Natural Resources

### ■ CRITICAL NATURAL RESOURCE ISSUES FOR SUPERINTENDENTS

Program Code:  
1993

Title Code:  
CRIT NAT ISS SUPT

The major objective of the course is to make Superintendents more aware of critical natural resource issues and to increase their skills in managing these issues. The course will focus on natural resources law and on air quality and water rights issues. Generally, the course will teach Superintendents: 1) basic NPS mandates; 2) what activities within and outside park boundaries affect park resources and how; 3) what opportunities federal, state and local laws offer park managers for protecting park resources from these effects and how park managers can take advantage of these opportunities. (40 hours)

**Participants:** Superintendents, Assistant Superintendents and appropriate Regional and WASO managers.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** April 22 - 26, 1991  
Location to be announced.

**Note:** \$50/day tuition for non-NPS participants.

### ■ ENVIRONMENTAL COMPLIANCE WORKSHOP

Program Code:  
1942

Title Code:  
ENVIR COMPLI WKHP

This workshop will improve the ability of Park Superintendents and Regional Natural Resource Management staff in utilizing a variety of environmental laws and regulations in protecting National Park resources from external threats and impacts. The workshop will focus on the National Environmental Policy Act, but will include other legislation that can be used to influence federal, federally licensed, or private undertakings that potentially impact NPS resources. Participants will learn skills in defining impacts and threats, expressing the character of the potential resource loss; resolving related conflicts that arise from differences in mandates and goals among agencies; and resolving field level conflicts between NPS, the public and other interests. (40 hours)

**Participants:** Park Superintendents, Regional and WASO Natural Resource Management coordinators, and other Park/Region/WASO staff responsible for natural resource management programs.

**Class size:** 30

**Dates/Location:** May 6 - 10, 1991  
Denver, Colorado

**Note:** \$50/day tuition for non-NPS participants.





## ■ GASEOUS POLLUTANT MONITORING

Program Code:  
1961

Title Code:  
GAS POLL MONITOR

This course is designed to introduce NPS personnel to the concepts of monitoring both gaseous and particulate matter pollutants. These concepts include a selection of sampling sites, sampling methods, calibration techniques, quality assurance, documentation and preventative maintenance. (40 hours)

**Participants:** Resource Management Specialists who are assigned to areas where the NPS has developed an ambient air quality monitoring program and who are responsible for data collection, quality assurance, documentation and maintenance of monitoring equipment.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 4-8, 1991  
Albright Center

**Note:** \$50/day tuition for non-NPS participants

## ■ INTEGRATED PEST MANAGEMENT

Program Code:  
1938

Title Code:  
INTEGRA PEST MGMT

Integrated Pest Management (IPM) will emphasize the principles and techniques involved in this activity. Considerable attention will be given to Executive Orders, Departmental Directives and Service policies in terms of problem identification, monitoring, treatment and evaluation strategies. Upon completion of this course, participants will be able to develop an action plan for IPM for their respective parks. This course will partially fulfill requirements for the NPS Certified Pest Applicator Program. (40 hours)

**Participants:** Employees directly responsible for pest management activities in their parks. GS-7 - 12.

**Class size:** 1st course - 9 NPS; 27 - BOR, BLM, F&WS, BIA  
2nd course - 30

**Number of times conducted:** 2

**Dates/Location:** December 10-14, 1990  
Alameda, CA  
March 11-15, 1991  
FEMA, Emmitsburg, Maryland

**Note:** 1st course, \$400 tuition for non-NPS participants; 2nd course, benefitting account, \$50/day for non-NPS participants.

## ■ MONITORING NATURAL RESOURCE MANAGEMENT ISSUES

Program Code:  
1994

Title Code:  
MONT NATU RES MAN

This course will provide an understanding of, and practical experience with: 1) the use of standard and specialized inventorying and monitoring techniques and their appropriate uses in natural resource management; 2) the various inventorying and monitoring strategies, sampling techniques and procedures used for inventorying and monitoring, and how to identify what conditions need to be monitored and when they need to be monitored; 3) selecting the appropriate inventorying and monitoring strategies for given circumstances; 4) new technologies such as remote sensing and computers for gathering and analyzing data generated by inventorying and monitoring; and 5) procedures used to analyze inventorying and monitoring data and to apply that analysis to management decision-making. (32 hours)

**Participants:** Chiefs of Natural Resource Management and Natural Resource Management Specialists who are responsible for setting up inventorying and monitoring programs in their parks; Regional Office and WASO staff responsible for program management.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** August 19-23, 1991  
TBA

**Note:** \$50/day tuition for non-NPS participants.

## ■ NATURAL RESOURCES MANAGEMENT TRAINEE PROGRAM

The goal of the Natural Resources Management Trainee Program is to increase the number of professional natural resources managers in the National Park Service and to equip them with the knowledge and skills essential for the effective management of diverse park resources and environments. Trainees selected for this rigorous program participate in required training activities spread over an 18 month period. Included are a core series of approximately 25 weeks of formal courses in natural resources law and policy, wildlife and vegetation management, air and water quality, integrated pest management, fisheries and aquatic ecosystems management, mining and minerals issues, fire management, geographic information systems, cultural resources management, the use of microcomputers and statistics, and a number of other topics such as aspects of planning and administration. Courses are taught at selected universities and Service locations. In addition, each trainee is encouraged to design an individualized program to include experiences such as projects, on-the-job assignments, visits to other parks to participate in field exercises, or short details to appropriate Service offices to both complement the academic portion of the training and also reflect personal interests or urgent needs in his or her present job. Upon successful completion of the program, trainees will be prepared to function as fully qualified natural resources managers. This program is administered by the WASO Division of Employee Development in consultation with the Associate Director, Natural Resources. Each new class is announced Servicewide but applications are screened and participants selected by each Region, the Denver Service Center, and WASO to fill training positions allocated to each of those offices. The next class of the Natural Resources Management Trainee Program is scheduled tentatively to begin in the Spring of 1992 and every 2 years thereafter.

## ■ ORIENTATION TO THE MANAGEMENT OF NPS RESOURCES (CULTURAL AND NATURAL)

Refer to program description under Cultural Resources.

## ■ THIRD INTERNATIONAL COASTAL AND MARINE PARKS SEMINAR

Program Code: 1992  
Title Code: INT SEM C&M PRKS

The seminar will provide an opportunity for participants to expand and update their knowledge of current methods used most successfully to plan and manage coastal and marine parks in relation to use loading (carrying capacity). Emphasis will be on an exchange of practical knowledge and fostering a high level of group interaction.

**Participants:** International coastal and marine park administrators/managers.

**Class size:** 32

**Number of times conducted:** 1

**Dates/Location:** May 11 - June 5, 1991  
Florida and Costa Rica



## Operations

## ■ ABANDONED EXPLOSIVES DISPOSAL TRAINING

Program Code: 5329  
Title Code: ABAN EXP DIS TRNG

This is a technical course designed for currently licensed NPS blasters who are now, or may become, involved in the handling and disposal of abandoned and deteriorated commercial explosives on NPS lands. Chemical and physical characteristics of explosives and detonators, causes and results of deterioration, on-site risk assessment, methods of handling, disposal operations planning, resources protection measures, and legal and ethical responsibilities will be covered. Prior knowledge and experience with commercial explosives is a prerequisite.

**Participants:** Currently licensed blasters

**Class size:** 10 NPS; 10-14 from other Bureaus/Agencies

**Number of times conducted:** 1

**Dates/Location:** November 26 - 30, 1990  
Albright Center

**Note:** \$250 tuition for non-NPS participants



## ■ ACHIEVING A DRUG-FREE WORKPLACE

Program Code:  
4272

Title Code:  
DRUG FREE WORKPL

The Department of the Interior has developed a Drug-Free Workplace program for implementation throughout the Department. This program is based on Executive Order 12564 issued by former President Reagan on September 15, 1986. The implementing guidelines were provided by the Department of Health and Human Services and by an interagency coordinating group which consisted of the Department of Justice, Department of Health and Human Services, Office of Personnel Management, and the Office of Management and Budget. In this program participants will be appraised of the following areas: the drug testing program and procedures; administrative and disciplinary actions dealing with findings of illegal drug use; employee rights and protection; recognizing and addressing performance problems; and, the Employee Assistance Program and its relationship to the Drug-Free Workplace plan.

**Participants:** Managers, supervisors and employees.

**Class size:** To be determined by sponsoring office.

**Number of times conducted:** To be determined

**Dates/Location:** To be determined

**Note:** Funding to be provided by benefitting account.

## ■ AVIATION MANAGEMENT WORKSHOP

Program Code:  
5326

Title Code:  
AVIATION  
MANAGEMENT

This workshop will cover: 1) the Aviation Management Guidelines (NPS-60); 2) refinement of area Aviation Management Plans; 3) working relationships between OAS and NPS; 4) aviation safety, 5) procurement and contracting for aviation related activities; 6) aviation communications and other topics. Also, for those participants in areas without an Aviation Management Plan, one will be started during the workshop. (40 hours)

**Participants:** Park and Regional Aviation Coordinators with responsibility for implementing NPS-60 who have larger and/or more complicated flying work loads.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 18-22, 1991  
Boise Interagency Fire Center

**Note:** Funding by benefitting account and FIREPRO.



■ CAVE RADIATION MONITORING

Program Code: 1995 Title Code: CAVE RADI MONITOR

This course is intended for those National Park Service field employees that perform monitoring of cave radiation for radon gas and the dangers of radon. Training will focus on instrumentation of equipment, monitoring techniques and procedures. (24 hours)

Participants: Field employees who perform monitoring of cave radiation.

Class size: 10

Number of times conducted: 1

Dates/Location: April 23-25, 1991  
Mammoth Cave, Kentucky



■ CONCESSIONS ADMINISTRATION FOR LINE MANAGERS

Program Code: 4823 Title Code: CONCE ADM LI MGRS

Park Managers must have an understanding of the broad-based philosophies and processes, and the rationale to support such, in managing the contracting function and the day-to-day administration of concessions. This course is designed to help managers gain this understanding as it relates to concession contracting and financial management. Line managers, after completion of this course, will be able to direct development of fact sheets and/or prospectuses for concession authorities. They will be better able to develop long range plans for improvement of services to the visitor and to fit their concessions planning into the overall NPS planning process. They will also be able to read, understand and address problems concerning financial statements and be able to work effectively with key concessioner's staff members. (40 hours)

Participants: Park Managers, Superintendents and Line Managers who have significant concessioner related responsibilities.

Class size: 24

Number of times conducted: 1

Dates/Location: January 14 - 18, 1991  
Phoenix, Arizona

Note: Funding by benefitting account.

■ CONCESSIONS COLLEGE TUITION ASSISTANCE PROGRAM

As a result of the Secretary of Interior's Concessions Initiative Task Force a Concessions College Tuition Assistance Program is being developed. The program will be designed to assist NPS concessions personnel who need further academic training in accounting, contract law, negotiation skills and other general business subjects.

Procedures for applying will be announced.

■ CONCESSIONS EVALUATION AND PRICING

Program Code: 4818 Title Code: CONCES EVAL PRICG

This course will enable participants to complete the most frequently required portion of the concessions management process in accordance with policy and current administrative procedures. The changes in both the Rate Approval and Concessioner Review Programs will be covered in sufficient depth to enable participants to complete both rate studies and evaluation reports. Actual on-site inspections will be conducted under supervision and critiqued to ensure uniformity of response. (40 hours)

Participants: Superintendents, Concession Specialists, Concession Assistants, Administrative Officers, Assistant Superintendents and/or other employees with concessions responsibilities.

Class size: 20

Number of times conducted: 1

Dates/Location: February 11 - 15, 1991  
Yellowstone National Park, Wyoming



## ■ CONCESSIONS PROGRAM MANAGEMENT

Program Code:  
4900

Title Code:  
CONCESS PROG MGMT

This course is intended for senior NPS Concessions personnel. The program will provide an advanced level of training in the recent changes and new concepts that have occurred in the areas of concessions contract administration and financial management. The program will provide senior concessions specialists the knowledge and skills needed to better manage their programs and be able to work more effectively with key concessioner's staff members. (40 hours)

**Participants:** Concessions Specialists (Park, Region and WASO)

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 11 - 15, 1991  
Washington, D.C.

## ■ COOPERATING ASSOCIATION MANAGEMENT FOR PARK SERVICE COORDINATORS

Program Code:  
9928

Title Code:  
COOPER ASSOC MNGT

This course is designed to introduce new park coordinators to all aspects of Cooperating Association management including Park Service policy, dealing with a board of directors, fiscal management, tax laws, merchandising, park/association relationships and park/trade publication programs.

**Participants:** Park employees who have recently assumed the role of Park Cooperating Association Coordinator.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** To be announced.

## ■ DRUG ABUSE RESISTANCE EDUCATION WORKSHOP FOR INSTRUCTORS

Program Code:  
3154

Title Code:  
DARE WKSHOP INSTR

This workshop will train Visitor Protection rangers to present the D.A.R.E. program in selected local schools. Highly effective and nationally recognized, the D.A.R.E. is presented in elementary schools by law enforcement officers. The primary emphasis is teaching good decision-making skills which enable kids to resist drugs. The result has been reduced crime in the parks, improved rapport between kids, the community and the officers, and healthier kids. Descriptive material will be sent to parks upon request. If possible, approval for implementation should be obtained from a local school district and attached to the one-page nomination form. Classroom materials will be provided at the workshop for use in the schools. A commitment of a minimum of 4 hours/week in the school year is required, plus preparation time. (80 hours)

**Participants:** Visitor Protection Rangers

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** TBA  
Albright Center

**Note:** \$400 tuition for non-NPS participants

## ■ FIRE MANAGEMENT FOR MANAGERS

Program Code:  
1982

Title Code:  
FIRE MNT FOR MGRS

This course is directed towards park managers who have significant responsibility for fire management in regions and parks. The course will provide an overview of regulations, policies and guidelines that direct National Park Service and interagency fire management programs. Current issues in fire management, recent changes in agency and Interior policy, and new FIREPRO III implementation procedures are among the topics included in the session. Appropriate interactions and responsibilities with Incident Management Teams will be emphasized. This course addresses the requirements identified in Section 8 (a) of the joint Secretaries' Fire Management Policy Review, approved and transmitted by Interior Secretary Lujan June 1, 1989. (40 hours)

**Participants:** Associate Regional Directors (Operations), Regional Chief Rangers, Park Superintendents and area managers involved with daily fire management concerns and responsibilities.

**Class size:** 40

**Number of times conducted:** 1

**Dates/Location:** April 15 - 19, 1991  
Boise, Idaho

### ■ FIRE TRAINING (WILDLAND)

NPS-18 Fire Management Guidelines describes fire management training courses available for Service employees. Service sponsored courses will be announced by Employee Development Officers. Most fire training is open to all agencies and published in regional and national fire training schedules that are available from Regional Fire Management Officers. FIREPRO parks have been authorized training funds. Non-FIREPRO area training needs are funded by FIREPRO funds in Regional Offices. You may contact your Regional Fire Management Officer or Regional Employee Development Officer for further information

### ■ FOOD SERVICE INTENSIVE TRAINING (CULINARY INSTITUTE)

Program Code: Title Code:  
4899 CUL INST OF AMER

This course is designed for those NPS personnel with concessions responsibility who do not have experience or education in the food service industry. The course will provide professional insights into new developments that affect NPS concession food operations. Participants will be able to learn from experts about the food service industry in such areas as controlling food and labor costs and managing and evaluating food service facilities and business laws. Participants will be given the opportunity to actually work in a kitchen with a master chef in which all aspects of cooking - cooking temperature, preparation and serving - are performed. This hands-on training experience will provide participants with a better understanding of how a kitchen functions and the knowledge to perform evaluations of food service operations as required by their positions. (32 hours)

**Participants:** Field personnel who actually inspect concession food service operations and have little or no training or experience in food service management.

**Class size:** 16

**Number of times conducted:** 1

**Dates/Location:** TBA  
Hyde Park, New York

**Note:** Funding by Division of Concessions, WASO

### HAZARDOUS WASTE MANAGEMENT

Program Code: Title Code:  
1996 HAZ WAST MANAGENT

This course is designed to train National Park Service personnel in the requirements for: 1) collecting, handling, and storing hazardous wastes as defined under the Resource Conservation and Recovery Act; 2) Underground Storage Tank regulations of the EPA; 3) Natural Resource Damage Assessments under the Superfund Amendment and Reauthorization Act of 1986; and 4) response to spills and cleanup of hazardous wastes under Superfund. This course is not for the handling of solid waste that is not hazardous. (32 hours)

**Participants:** Park Managers, Chiefs of Maintenance, Resource Management or Protection staff and regional staff with program responsibilities.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** February 25 - 28, 1991  
Denver, CO

**Note:** \$50/day tuition for non-NPS participants.

### ■ HISTORIC WEAPONS FIRING SAFETY CERTIFICATION

Refer to program description under Interpretation.

### ■ LOSS CONTROL FOR MANAGERS

Program Code: Title Code:  
4414 MGT ROL LOSS CONT

This course will enable managers to develop and implement programs that preserve the resources, protect visitors and employees and mitigate future safety related incidents from recurring. This course will be centered around the state-of-the-art techniques of leadership and how they are applied to the field of loss control. Topics that will be covered include the legal aspects of safety management, general principles of loss control management and the manager's responsibility and accountability. Overview of subjects such as the NPS Hazardous Materials and NPS Safety and Occupational Health Programs will also be presented. This course meets the minimum requirements of 29 CFR 1960 and 485 DM. (40 hours)

**Participants:** Superintendents, Assistant Superintendents, and Site Managers responsible for managing a loss control program.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** July 15 - 19, 1991  
Albright Center

**Note:** Funding by benefitting account; \$50/day tuition for non-NPS participants

### ■ NATIONAL WILDFIRE INVESTIGATION

Refer to program description under Law Enforcement & Visitor Protection.





## ■ OIL SPILL RESPONSE AND CONTINGENCY PLANNING

Program Code:  
1997

Title Code:  
OIL SPIL RES CONT

This course is intended for National Park Service personnel who direct the development of park or regional oil/hazardous substances spill contingency plans. Such personnel will learn the role of the National Contingency Plan, the National Response System and the role of the On-Site Commander. The course will provide a basic foundation for those NPS personnel involved in planning NPS response activities in the event of oil or hazardous substance spills under the Clean Water Act and other statutes. The course is aimed at Associate Regional Directors for Operations, or their representatives, Superintendents or lead staff in coastal parks, and parks on major river systems or where the transport of oil or hazardous substances is common. (40 hours)

**Participants:** Associate Regional Directors for Operations, Superintendents or lead staff.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** June 10 - 14, 1991  
TBA

## ■ PARK MEDIC

Program Code:  
5500

Title Code:  
PARK MEDIC

This course is targeted for those Park Service employees most directly involved in providing emergency medical services within the National Park Service. The course objective is to provide the classroom portion of the Park Medic certification procedure, covering in-depth review of patient assessment, also skills involving airway management, fluid therapy, and pharmacology,

medical emergencies encountered by park EMS personnel, and the role of the Park Medic in the EMS system. Upon completion, the participant will be able to initiate clinical training at the base hospital and be eligible for National Registry Testing/Certification at the EMT level. The course complies with NPS EMS standards. (120 hours)

**Participants:** Field personnel directly involved with providing emergency medical care to park visitors. Should be from areas with existing advance life support programs or about to initiate one.

**Class size:** 20

**Number of times conducted:** 1

**Dates/Location:** January 7-25, 1991  
Fresno, California

**Note:** Funding by benefitting account (will also be a tuition fee to cover books). This program is being sponsored by the Valley Medical Center in Fresno, California in cooperation with the National Park Service.

## ■ PHYSICAL FITNESS COORDINATOR

Refer to program description under Law Enforcement & Visitor Protection.

## ■ PRESCRIBED FIRE FOR BURN BOSSES

Program Code:  
5457

Title Code:  
PRES FIR BURN BOS

This program emphasizes the management of prescribed burns to meet land management and operational objectives. Participants learn how to identify factors impacting fire intensity, develop operational burning plans, identify burning techniques that need to be applied to meet burn requirements, create a burn prescription and a given fuel model behavior history, etc. In the second week, given an acceptable prescription window, a 2-3 day exercise implementing the plan in applicable fuel models will be conducted and evaluated.

**Participants:** This course is designed for personnel having primary responsibility for planning and implementing prescribed fire as a management tool.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** March 18-22, 1991  
Beaumont, Texas and Big Thicket National Preserve

### ■ PROJECT ACCESS: A COOPERATIVE IN-SERVICE EDUCATION PROGRAM OF THE NATIONAL PARK SERVICE AND INDIANA UNIVERSITY

PROJECT ACCESS is a nationwide continuing education program focusing on accessibility for persons with disabilities to park and recreation facilities, programs and services. It is operated under a cooperative agreement between the National Park Service and Indiana University, and is funded by tuition fees. PROJECT ACCESS consists of a series of week long training courses concerned with methods and techniques to make park and recreation facilities and programs accessible to and usable by all people, including those who happen to be mobility, hearing, visually or learning impaired. Emphasis is placed on understanding the needs and characteristics of the disabled population, the laws and regulations requiring access, and on comprehensive planning and design to achieve accessibility in an appropriate and cost effective way. PROJECT ACCESS courses are open to any individuals interested in accessibility in the park and recreation environment. Most courses are structured to include a mixture of National Park Service employees and employees from other agencies at the national, state, local, and private levels. PROJECT ACCESS currently consists of four different courses targeted for specific audiences. Tuition costs are \$250 for NPS employees and \$500 for non-NPS participants. Some courses will be offered more than once depending upon the expressed interest. Further information may be obtained by writing to the National Park Service, Special Programs and Populations Branch, P.O. Box 37127, Washington, D.C. 20013-7127, (202) 343-3674 or Bradford Woods, Indiana University, 5040 State Road 67 North, Martinsville, Indiana 46151, (812) 855-0227.

### ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS AND PLANNERS

Program Code:  
9968

Title Code:  
ME TH MAK INT ACC

This course is designed to present state-of-the-art methods and techniques for making interpretive programs and media accessible to disabled persons, including captioning techniques, audio description, and exhibit planning and design. This course will focus on laws, rules and regulations regarding program access, and on new techniques and technology available to bring programs into compliance.

**Participants:** Targeted for interpreters, museum personnel and other persons responsible for program delivery.

**Dates/Location:** December 3-7, 1990  
National 4-H Center, Chevy Chase, MD  
Fall, 1991  
Location to be announced

### ■ PLANNING FOR ACCESSIBILITY COORDINATORS

Program Code:  
5317

Title Code:  
PLAN ACCESS COORD

Emphasis in this program is on understanding the requirements of federal laws, regulations, and standards, requiring accessibility for disabled persons; and, on methods and techniques for complying with them. Emphasis is also placed on comprehensive assessment of facilities and programs and the development of action plans in order to achieve accessibility compliance.

**Participants:** This course is designed for personnel who have overall coordination responsibilities for accessibility at the region, park, state, or agency levels.

**Dates/Location:** May and September, 1991  
Bradford Woods; Martinsville, Indiana



## ■ RETROFITTING FOR ACCESSIBILITY: A COURSE FOR MAINTENANCE PERSONNEL

Program Code:  
7266

Title Code:  
RET ACC MAINT PER

Many accessibility problems can effectively be remedied by on-going cyclic maintenance programs and by repair and rehabilitation programs conducted by existing maintenance personnel. Emphasis will be placed on application of the Uniform Federal Accessibility Standard (UFAS), safety issues in accessibility, and on continued maintenance of facilities to assure optimum access.

**Participants:** Targeted for maintenance personnel to understand the needs of persons with disabilities, to be able to identify accessibility barriers, and to be able to make renovations of facilities in an appropriate and cost-effective way.

**Dates/Location:** February 11-15, 1991  
San Diego, California (tentative)

## ■ UNIVERSAL DESIGN: DESIGNING TO INCLUDE DISABLED PERSONS IN PARK AND RECREATION AREAS AND FACILITIES

Program Code:  
5330

Title Code:  
UNI DES TN PK REC

This course is designed to present state-of-the-art methods and techniques for designing buildings and facilities that are accessible to and usable by all people, in compliance with the Architectural Barriers Act, Section 504 of the Rehabilitation Act, and the Americans With Disabilities Act. This course will focus on an in-depth understanding of the Uniform Federal Accessibility Standards (UFAS) and its application to buildings and facilities in the park and recreation environment.

**Participants:** Targeted for designers, architects, and engineers.

**Dates/Location:** March 25-29, 1991  
Raleigh, North Carolina

## ■ PUBLIC HEALTH WORKSHOP

Program Code:  
5327

Title Code:  
PUB HEAL WKSHOP

This workshop will cover public health program activities in the coming year in such areas as water system, sewage disposal, food service sanitation, radon testing and lyme disease. (48 hours)

**Participants:** Public health officers, sanitarians, and other persons directly associated with operational aspects of public health activities in the parks.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** To be announced

**Note:** This program to be funded by benefitting account.

## ■ RANGER SKILLS

Program Code:  
3140

Title Code:  
RANGER SKILLS

This course is designed for new employees in 025 and other GS series which require the Class A uniform. These employees must be involved in preservation, protection, resource management, recreation or interpretation with public contact work on a continuing basis. This course will provide a perspective of ranger skills and concepts in the fields of interpretation, protection, resource management, communications, supervision and administration. Individuals with substantial experience in the majority of these fields should not apply. Through a systems approach to park management, an understanding of NPS operations and interactions will be formed. Material will be presented through lectures, group discussions and practical exercises, including a field study project. (280 hours)

**Participants:** Uniformed employees in the following series with less than five (5) years permanent experience: GS-025, 170, 188, 193, 401, 404, 462, 1010, 1015, 1016, 1810, 1811. Those in series 170 through 1811 must be involved in preservation, protection, resource management, recreation or interpretation with public contact work on a continuing basis.

**Class size:** 35

**Number of times conducted:** 3

**Dates/Location:** January 8 - February 22, 1991  
March 20 - May 2, 1991  
Fall, 1991 (TBA)  
Albright Center

**Note:** \$600 tuition for non-NPS participants

## ■ SEMINAR ON SAFETY EXAMINATION OF EXISTING DAMS

Program Code:  
7267

Title Code:  
SEM ON DAM SAFETY

This seminar is designed and given by the U.S. Bureau of Reclamation to provide NPS personnel with the basic knowledge of how to examine dams and appurtenant works for defects in accordance with Departmental Manual Part 753-Dam Safety and NPS Special Directive 87-4. Emphasis is given on small embankment dams. One day is spent at a nearby small embankment dam performing an examination. Persons interested in this course should reference the Servicewide training memorandum A7615(610) dated May 17, 1990, subject, "Training and Seminars for the National Park Service (NPS) Dams Program, Related Flood Plain Management, and Emergency Operations Management" for additional information. Questions should be directed to Ms. Linda Graham at FTS 776-9333 or 303-236-9333. (32 hours)

**Participants:** Regional and park Chiefs of Maintenance, resource management and/or rangers, their staff, and Dams Program Coordinators who are responsible for managing NPS dams or monitoring non-NPS dams.

**Class size:** 100

**Dates/Location:** April, 1991  
Denver, Colorado

**Note:** This course may be funded by Regionwide Dams program account.

## ■ TRAINING AIDS FOR DAM SAFETY

Program Code:  
7268

Title Code:  
TRNG AIDS DAM SAF

TADS are self-paced training modules with workbooks and videotapes (standard VHS format) about the management of dams and can be used at the work location. Currently 14 modules have been distributed to Regional Employee Development Officers and Dams Program Coordinators and are now available for loan. A detailed list of these modules are available in the Servicewide training memorandum A7615(610) dated May 17, 1990, subject, "Training and Seminars for the National Park Service Dams Program, Related Flood Plain Management, and Emergency Operations Management." (Approximately 8 hours per module)

**Participants:** Regional and park Chiefs of Maintenance, resource management, and/or rangers, their staff, and Dams Program Coordinators who are responsible for managing NPS dams or monitoring non-NPS dams.

**Class size:** 1-5

**Number of times conducted:** Unlimited

**Dates/Location:** Available at any time at trainees work location.

**Note:** TADS expenses may be funded by Regionwide Dams program account.

## ■ VOLUNTEER PROGRAM MANAGEMENT

Refer to program description under Interpretation.

### Planning

## ■ DESIGN FOR PARKS

Program Code:  
5133

Title Code:  
DESIGN FOR PARKS

If properly used, park design can be a key component in a park's effort to protect resources and provide a quality visitor experience. Design considerations should be addressed in ongoing park management and maintenance activities as well as during the course of specific design and construction projects. However, because many park managers and maintenance staff have had little exposure to park design concepts and philosophies, design problems often remain unresolved. This can result in a deterioration of the visitor experience and a compromising of resource protection. To make better use of park design as a resource protection mechanism and to improve the visual quality of the parks a better understanding of design in parks is needed by park management and maintenance staff. This course will: 1) discuss NPS design policy and process; 2) discuss specific ways that design can be used to protect resources and to manage the impacts of visitor use; 3) discuss the NPS design mission; 4) identify typical design problems that are being faced by park units; 5) evaluate different approaches to resolving typical park design problems. (40 hours)

**Participants:** Superintendents, Assistant Superintendents, Chiefs of Maintenance, entry level design professionals (Architect, Landscape Architect, Engineer), Facility Managers and Maintenance Supervisors.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** August 12 - 16, 1991  
TBA

**Note:** \$50/day tuition for non-NPS participants

## ■ GIS FOR MANAGERS

Refer to program description under Management.

## ■ INTERPRETIVE PLANNING

Refer to program description under Interpretation.



## ■ METHODS AND TECHNIQUES FOR MAKING INTERPRETATION ACCESSIBLE: A PROGRAM FOR MANAGERS, DESIGNERS, AND PLANNERS

Refer to program description under Operations, Project Access.

## ■ PARTNERSHIPS IN PARKS AND PRESERVATION

Program Code:  
1153

Title Code:  
PART IN PKS PRESV

This conference will discuss the Partnership Park concept; explore various applications of the concept by municipal, regional, state, and national authorities and by private conservation and preservation advocacy groups; and exchange strategies for implementation of the concept under differing physical, economic, and social conditions. Also, it is designed to encourage linkages among private and public sector interests and to identify future research needs and trends. It will assist in setting the direction and future development of Partnership Parks at the national level by providing information to and suggestions for the NPS in its response to a directive from Congress to provide "recommendations for a coordinated system of cultural parks and historic conservation districts" as part of the mandate of Section 506 of the 1980 amendments to the National Historic Preservation Act. (24 hours)

**Participants:** Regional Directorates, Superintendents, Assistant Superintendents, Park Planners and Designers (Architects, Landscape Architects, Engineers).

**Class size:** 75 NPS participants - 300 total

**Number of times conducted:** 1

**Dates/Location:** September 10-12, 1991  
Hilton Hotel - Albany, New York

**Note:** Funding by benefitting account (travel/per diem) plus \$200 registration fee (includes field trips, most meals).

## ■ PLANNING FOR ACCESSIBILITY COORDINATORS

Refer to program description under Operations, Project Access.

## ■ PLANNING BEYOND PARK BOUNDARIES

Program Code:  
5124

Title Code:  
PLAN BEY PK BOUND

This course will provide park managers with an understanding of the land use planning/regulatory processes and decision-making mechanisms related to activities on adjacent lands that may adversely affect park resources and values and to help protect park resources and values by increasing the ability of managers to effectively participate in decisions related to such activities. The course will: 1) identify and discuss the major adjacent land issues being faced by units of the National Park System, 2) discuss the magnitude of the problem for the System, 3) identify specific legal authorities that can be used in addressing adjacent lands issues, 4) identify key points in land planning decisions when input from park managers is critical to park protection, 5) evaluate different methods of addressing external issues and discuss what approaches work in different situations, and 6) discuss short term and long term strategies for dealing with external issues. (40 hours)

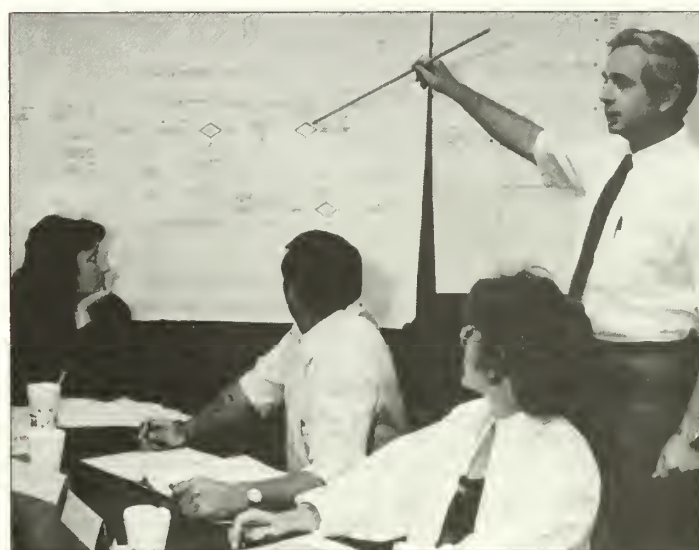
**Participants:** Superintendents or Assistant Superintendents in parks identified as having significant external issues. Planning professionals working in or with parks identified as having significant external issues.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** June 3 - 7, 1991  
TBA

**Note:** Funding by benefitting account; \$50/day tuition for non-NPS participants





■ **SCORPS AND THE SCORP PROCESS: A REVIEW FOR FEDERAL RESOURCE PLANNERS AND STATE SCORP PROGRAM MANAGERS; NASRP ANNUAL MEETING**

Program Code:  
1154

Title Code:  
THE SCORP PROCESS

This course will involve federal resource and regulatory agency personnel and state SCORP planners in a day long seminar concerning various elements of Statewide Comprehensive Outdoor Recreation Planning. The primary emphasis will be on natural resource SCORP issues and on new techniques and implementation tools that can be used in the planning process.

**Participants:** Federal and state employees responsible for planning, managing and regulating environmental resources, university professors and researchers and other natural resource professionals.

**Class size:** 110

**Number of times conducted:** 1

**Dates/Location:** May 13-16, 1991  
Jackson Hole, Wyoming

■ **SECTION 106 COMPLIANCE REGIONAL COORDINATOR WORKSHOP**

Refer to program description under Cultural Resources.

■ **STATEWIDE OUTDOOR RECREATION PLANNING WORKSHOP**

Refer to program description under Recreation & Grants.

■ **UNIVERSAL DESIGN: DESIGNING TO INCLUDE DISABLED PERSONS IN PARK AND RECREATION AREAS AND FACILITIES**

Refer to program description under Operations, Project Access.

**National Recreation Programs**

■ **CIVIL RIGHTS COMPLIANCE WORKSHOP**

Program Code:  
2299

Title Code:  
CR COMP WK

The National Park Service has been given enhanced responsibilities for the enforcement of civil rights compliance in federally assisted programs of the L&WCF & the UPARR. This course seeks to strengthen awareness and skills in working with recipients and sub-recipients toward compliance with all civil rights requirements.

Upon completion of the workshop, participants will have a comprehensive understanding of Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975 as they relate to the L&WCF and UPARR assisted programs. The workshop is especially designed for grant program officers and supervisors. (24 hours)

**Participants:** Outdoor Recreation Planners and Program Analysts, Regional Grants staff and supervisors.

**Class size:** 30 (NPS and State personnel)

**Dates/Location:** TBA

**Note:** This course is to be funded by benefitting account.



## ■ CONSERVING THE COUNTRYSIDE

Program Code:  
1998

Title Code:  
CONSERV COUNTRY

This course, offered in cooperation with the University of Vermont, examines strategies that local governments and nonprofit organizations can use to protect a rural community's historic buildings and associated scenic, natural, and agricultural resources. Topics include organizing, inventorying, land-use ordinances, voluntary protection of property, easements, accommodating appropriate development, and community education. Course consists of lectures, discussions, field trips, and a community research project. For further information, contact Sam Stokes at FTS 343-3670.

**Participants:** NPS staff in Rivers and Trails Conservation Assistance and others desiring experience in partnership planning with communities.

**Class size:** 25

**Number of times conducted:** 1

**Dates/Location:** June 3-7, 1991  
Burlington, VT

**Note:** This course is to be funded by benefitting account.

## ■ LONG DISTANCE TRAILS: A COOPERATIVE EFFORT

Program Code:  
1155

Title Code:  
LONG DIST TRAILS

Under the National Trails System Act, the establishment, management, and maintenance of America's long distance trails is envisioned as a continuing cooperative process. Cooperation is hard work. This course will be a forum for NPS (and other agency) trail administrators to share with non-profit trail partners some of the issues currently confronting long trails. Special emphasis will be placed on understanding the National Trails System Act, increasing public awareness of trails, learning about sources of trails funding, mastering cooperative agreements, protecting threatened trail corridors, and strengthening volunteer programs. Session will immediately precede Second National Conference on National Scenic and National Historic Trails. For further information, contact Steve Elkinton, FTS 343-3776. (24 hours)

**Participants:** Officers and members of trail organizations which support America's long distance trails.

**Class size:** 30

**Number of times conducted:** 1

**Dates/Location:** Early November, 1991  
Exact dates & location TBA.

**Note:** To be paid by benefitting account.



## ■ RAILS-TO-TRAILS

Program Code:  
1156

Title Code:  
RAILS-TO-TRAILS

The purpose of the training is to provide Regional staff with an in-depth course on rails-to-trails issues which are critical to the success of a project. Topics may include: the Interstate Commerce Commission abandonment process, trail design, trail management, trail engineering problems with tunnels and trestles, etc. The program is being sponsored by the Recreation Resources Assistance Division.

This training will be held immediately prior to the Rails-to-Trails National Conference in Baltimore, Maryland. The expectation is that NPS staff participating in this program will then attend the full conference.

**Participants:** NPS Regional staff involved in rails-to-trails projects.

**Class size:** 10-15

**Number of times conducted:** 1

**Dates/Location:** June 17-18, 1991  
Baltimore, Maryland

**Note:** This course will be funded by WASO for NPS Regional staff and speakers.



## ■ RIVERS AND TRAILS CONSERVATION ASSISTANCE

Program Code:  
1990

Title Code:  
RIV TRL CON ASSIS

This will be a nationwide training workshop for National Park Service staff in the techniques of planning for rivers and trails corridors on non-federal lands. Under its State and Local Rivers and Trails Conservation Assistance Program, the Service provides technical assistance to public and private organizations in corridor planning. Emphasis will be on building partnerships, public involvement, case studies, and plan implementation. For further information, contact Sam Stokes, Chris Brown or Alicia Riddell at (202) 343-3780.

**Participants:** NPS staff in Rivers and Trails Conservation Assistance and others desiring experience in partnership planning with communities.

**Class size:** 100

**Number of times conducted:** 1

**Dates/Location:** April 21-26, 1991  
Chattanooga, TN

**Note:** This course will be funded by WASO for RTCA staff and by benefitting account for other participants.

## ■ RIVERWATCH INSTREAM FLOW WORKSHOP

Program Code:  
1991

Title Code:  
RIV WAT ST FL CON

The Riverwatch Program is planning to hold a workshop on "Methodologies for Determining Instream Flow Needs for Recreational and Aesthetic Resources." The primary purpose of the workshop is to provide a forum for discussing state-of-the-art techniques for determining instream flow requirements for protecting and enhancing recreation opportunities. The workshop will be coordinated by the WASO and ARO regions and Oregon State University (Division of Forest Resources). (40 hours)

**Participants:** Regions with a Riverwatch Coordinator (MARO, PNRO, MWRO, NARO) and other NPS staff with interests/expertise regarding instream flow issues are invited to attend. Outside participants will also be invited.

**Class size:** Unlimited

**Number of times conducted:** 1

**Dates/Location:** March, 1991  
Oregon State University

**Note:** Funding is by benefitting account.

## ■ SCORPS AND THE SCORP PROCESS: AN INTRODUCTION FOR FEDERAL RESOURCE PLANNERS AND PROGRAM MANAGERS

Refer to the program description under Planning.





## ■ STATEWIDE OUTDOOR RECREATION PLANNING WORKSHOP

Program Code:  
4727

Title Code:  
SCORP IMPL WKSH

This workshop will provide guidance on policy and procedures to all Service and State employees currently working on Statewide Comprehensive Outdoor Recreation Plans (SCORPs). In their roles as reviewers and coordinators they must assure continuity and consistency throughout the Service, address program modifications, and define program issues. Public involvement methods and issues will be emphasized. This course will be held in conjunction with the Rivers and Trails Conservation Assistance course and certain sessions will be held jointly. (24 Hours)

**Participants:** NPS Outdoor Recreation Planners (GS 9-12) and State Planners.

**Class size:** 50

**Number of times conducted:** 1

**Dates/Location:** April 21-26, 1991  
Chattanooga, TN

**Note:** This course is to be funded by benefitting account and is open to non-NPS participants on a tuition basis.

## ■ TECHNICAL GRANTS WORKSHOP

Program Code:  
4828

Title Code:  
ADV TECH GRANT WK

The L&WCF and UPARR grant programs are constantly undergoing dramatic changes in major policies such as acquisition appraisals, Civil Rights/Section 504 handicapped regulations (including complaint investigation), conversion responsibilities, and increased L&WCF program management responsibilities. In order to further strengthen program management and provide updated management skills, this course will involve in-depth analysis of the major problem areas confronting managers such as conversion responsibilities, financial resolutions, and use of data base resources.

Participants will have a comprehensive understanding of such areas as the Intergovernmental Review procedure for grant proposals, Civil Rights/Section 504 handicapped regulations, audits requirements, Section 1010 and 6(f) conversion responsibilities, vulnerability analysis and updated policies in the UPARR and L&WCF manuals. (32 Hours)

**Participants:** Outdoor Recreation Planners and Program Analysts, Grades GS 5-12; WASO and Regional Grants Supervisors, Grades GS 12-14; and state personnel dealing with NPS grant programs.

**Class size:** 30

**Number of times to be conducted:** 1

**Dates/Location:** June 3-7, 1991  
Mather Employee Development Center

**Note:** This course is to be funded by benefitting account.

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Federal Executive Institute	TBA	TBA	42
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Firearms Instructor	TBA	FLETC	36
Food Service Intensive Training (Culinary Institute)	TBA	Hyde Park, NY	50
Gaseous Pollutant Monitoring	March 4-8	TBA	45
GIS for Managers	December 4-6	Denver, CO	42
Hazardous Waste Management	February 25-28	Denver, CO	50
Historic Landscape Preservation Symposium	October 28-29	San Diego, CA	23

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Historic Weapons Firing Safety Certification	April 8-19	Mather	27
Integrated Pest Management	December 10-14 March 11-15	Alameda, CA Emmitsburg, MD	45
Interpretation Program Management	November 27 - December 6	Mather	27
Interpreting Military Resources within a Broader Perspective, "The Big Picture"	October 21-25	Mather	32
Interpreting Native American Cultures	TBA	Billings, MT	32
Interpretive Operations for First-Line Supervisors	March 11-22	Mather	32
Interpretive Planning	TBA	Mather	32
Interpretive Skills I (Personal Services Interpretation)	TBA	TBA	33
Interpretive Skills II (Non-Personal Interpretation)	TBA	TBA	33
Interpretive Skills III-A (Special Populations and Audiences)	TBA	TBA	33
Interpretive Skills III-B (Special Interpretive Methods and Techniques)	TBA	TBA	33
Interpretive Skills IV (Writing/Site Bulletin Workshop)	February 25 - March 8	Mather	34
Land Management Investigator Training	Feb 4 - April 1	FLETC	36
Law Enforcement for Managers	Fall (TBA)	FLETC	37
Library Management Workshop	April 30 -May 3	Mather	34
List of Classified Structures and Cultural Resources Management Bibliography Workshop	TBA	Mather	23
Long Distance Trails: A Cooperative Effort	November (TBA)	TBA	57
Loss Control for Managers	July 15-19	Albright	50
Maintenance Skills Workers Fund	TBA	Duty Station	40
Maintenance Training for Interpretive Media	TBA	Mather	40
Maintenance: The First Line Manager	Jan 28 - Feb 15	Albright	40
Managerial Update for Chiefs of Maintenance	December 3-14	Albright	41
Manager's Institute on Public Policy	February 4-16	Washington, D.C.	43
Managing NPS Museum Collections Using ANCS and DBase III Plus	April 22-26	Mather	24
Marine Law Enforcement	March 11-April 4 April 29-May 23 June 17-July 12 August 5-29	FLETC	37



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Meeting the Standards Workshop	Summer (TBA)	TBA	24
Methods and Techniques for Making Interpretation Accessible: A Program for Managers, Designers, and Planners	December 3-7, 90	Chevy Chase, MD	52
Monitoring Natural Resource Management Issues	August 19-23	TBA	45
National Historic Landmark Workshop	Spring (TBA)	TBA	24
National Wildfire Investigation	January 28-February 28 June 10-21	FLETC Boise	37
Natural Resources Management Trainee Program	TBA	TBA	46
NPS 75th Anniversary Symposium	October 7-10	Vail, CO	43
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Orientation to the Management of NPS Resources (Natural and Cultural)	TBA	TBA	24
Orientation to NPS Operations	TBA	TBA	19
Orientation to the Washington Office	December 3-7 January 7-11 January 28 -February 1 March 4-8 March 18-22 April 8-12 April 22-26 May 6-10 May 20-24 June 3-7 June 17-21 July 8-12 July 22-26 August 5-9 August 19-23 September 9-13	WASO	19
Overview of Archeological Protection Programs	TBA	TBA	25
Park Medic	January 7-25	Fresno, CA	51
Partnerships in Parks and Preservation	September 10-12	Albany, NY	55
Personal Training Program for Interpreters: Self-Study Program	Correspondence	Duty Station	34
Physical Fitness Coordinator	February 4-15 February 11-22 April 15-26 May 6-17 July 8-19	FLETC & Artesia, NM	37
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Rivers and Trails Conservation Assistance	April 21-26	Chattanooga, TN	58
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SCORPS and the SCORP Process: A Review for Federal Resource Planners and State SCORP Program Managers; NASRP Annual Meeting	May 13-16	Jackson Hole, WY	56
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Seminar on Safety Examination of Existing Dams	April (TBA)	Denver, CO	54
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Servicewide Workshop for Historians	Feb 25 - March 3	Lyndon B. Johnson, TX	25
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Spanish Social, Political and Economic Empire	November 7-9	San Antonio, TX	26
Statewide Outdoor Recreation Planning Workshop	April 21-26	Chattanooga, TN	59
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Wildlife Law Enforcement	TBA	FLETC	38
Women's Conference (NPS)	April 2-4	New Orleans, LA	19
Women's Executive Leadership Program	TBA	TBA	44

## Abbreviations:

**Albright** = Albright Employee Development Center

**BIFC** = Boise Interagency Fire Center

**FLETC** = Federal Law Enforcement Training Center

**Mather** = Mather Employee Development Center

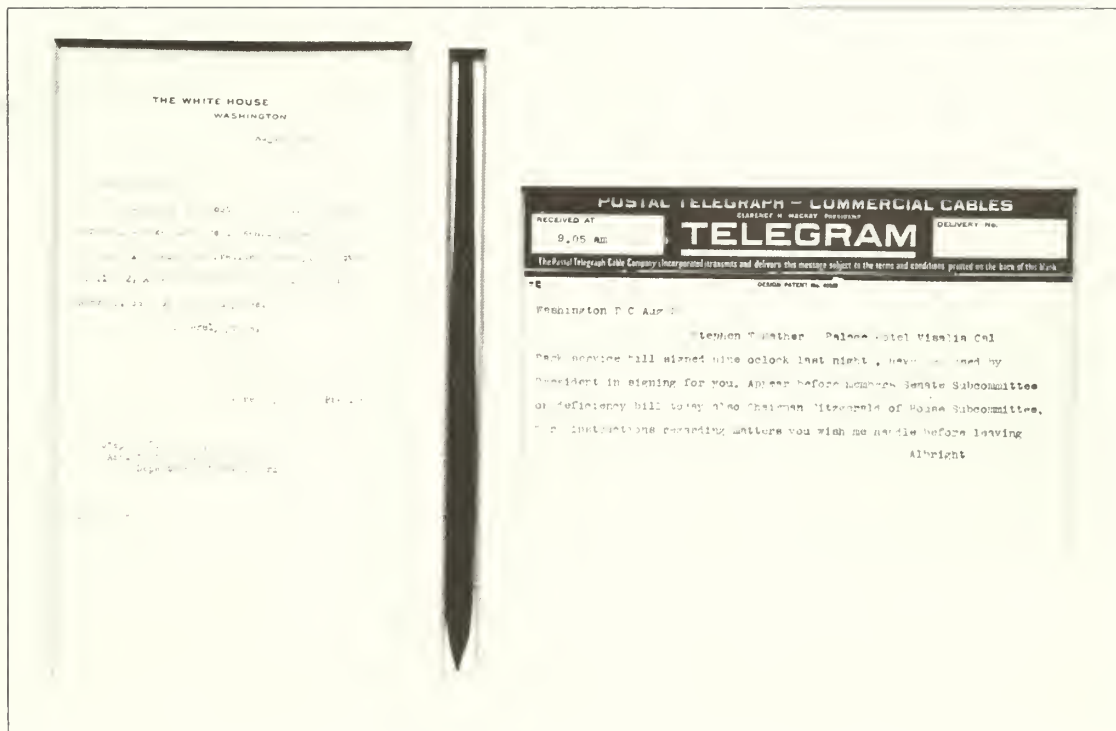
**TBA** = To be announced

**WASO** = Washington Office

**WPTC** = Williamsport Preservation Training Center







*Stephen T. Mather is notified of the creation of the National Park Service*

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